

# THE EDUCATION UNIVERSITY OF HONG KONG

## Course Outline

### Part I

<b>Programme Title</b>	: Bachelor of Social Sciences (Honours) in Policy Science and Management
<b>Programme QF Level</b>	: 5
<b>Course Title</b>	: Public Organisation and Leadership
<b>Course Code</b>	: PUA3010
<b>Department</b>	: Asian and Policy Studies
<b>Credit Points</b>	: 3
<b>Contact Hours</b>	: 39
<b>Pre-requisite(s)</b>	: Nil
<b>Medium of Instruction</b>	: EMI
<b>Course Level</b>	: 3

### Part II

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing students with important graduate attributes.

In gist, the Graduate Attributes for Undergraduate, Taught Postgraduate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):

- Professional Excellence;
- Ethical Responsibility; &
- Innovation.

The descriptors under these three domains are different for the three groups of students in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:

1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
- 4a. Oral Communication Skills
- 4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

## 1. Course Synopsis

Management, organizational and leadership studies comprise the knowledge necessary in planning, organizing and supervising the resources of an organization. The manager and management team of a public enterprise focuses on maintaining the organization's efficiency and effectiveness in the delivery of public goods and services, meeting the goals and objectives settled by the strategy plan, while employing both human and material resources to achieve these ends. This course examines various facets for effective and efficient leadership of public organizations, including the roles of strategic planning, organizational management of resources and resource allocation, organizational performance indicators, organizational alignment, reporting and organizational incentivisation.

## 2. Course Intended Learning Outcomes (CILOs)

*Upon completion of the course, students will be able to:*

- CILO<sub>1</sub>: Understand the nature, principles, and characteristics of public organizations;
- CILO<sub>2</sub>: Understand organizational behaviours and their determinants in public sector organizations;
- CILO<sub>3</sub>: Critically examine the principles of good leadership in public sector and ways of improving organizational performance by effective leadership; and
- CILO<sub>4</sub>: Apply essential skills of public sector leadership.

## 3. Content, CILOs and Teaching & Learning Activities

Course Content	CILOs	Suggested Teaching & Learning Activities
Theories of public organizations	CILO <sub>1,2</sub>	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Tutorials</li> <li>• Simulation</li> <li>• Essay</li> <li>• Web and library search</li> <li>• Reading lecture notes and key references</li> </ul>
Public organizations and performance management	CILO <sub>1,2</sub>	
Organizational behaviour and leadership	CILO <sub>2,3</sub>	
Practical guidance for effective leaderships in public organizations	CILO <sub>3,4</sub>	

## 4. Assessment

Assessment Tasks	Weighting (%)	CILOs
(a) <b>Class Discussion and Participation:</b> Active class participation in leading discussion.	25%	CILO <sub>1-4</sub>
(b) <b>Individual Essay:</b> 1 organizational/leadership case study (2,000-words) critically assessing how organizational leaders set goals, performance indicators and implement these to achieve organizational alignment with outcomes.	45%	CILO <sub>1-4</sub>
(c) <b>Simulation Exercise:</b> 1 classroom situation exercise in leadership and organization goal setting (involves a half-day simulation exercise, preparation and participation)	30%	CILO <sub>1-4</sub>

## **5. Required Text(s)**

Bolman, L. G., Deal, T. E., (2003), *Reframing Organizations: Artistry, Choice, Leadership* (3rd edition), San Francisco: Jossey-Bass.

Perry, J.L., (2010), *The Jossey-Bass Reader on Nonprofit and Public Leadership*, San Francisco, John Wiley & Sons, Jossey-Bass.

## **6. Recommended Readings**

Northouse, P. G., (2007), *Leadership. Theory and Practice* (4th edition), Thousand Oaks, California: Sage.

Sabatier, P., & Weible, C. M. (2014). *Theories of the Policy Process* (3rd edition). Boulder: Westview.

Yukl G., (2010), *Leadership in Organizations* (7th edition), New Jersey: Pearson Prentice Hall.

Zaccaro S. J., Klimoski R., (2001), *The Nature of Organizational Leadership: Understanding the Performance Imperatives Confronting Today's Leaders*, San Francisco: Jossey-Bass.

## **7. Related Web Resources**

Nil.

## **8. Related Journals**

*International Journal of Leadership in Public Services*

*Public Organization Review*

*Public Performance and Management Review*

## **9. Academic Honesty**

The University adopts a zero tolerance policy to plagiarism. For the University's policy on plagiarism, please refer to the *Policy on Academic Honesty, Responsibility and Integrity with Specific Reference to the Avoidance of Plagiarism by Students* (<https://www.eduhk.hk/re/modules/downloads/visit.php?cid=9&lid=89>). Students should familiarize themselves with the Policy.

## **10. Others**

Nil.