

Human Resource Management in Public Organisations (F000811)

Course size *(nominal values; actual values may depend on programme)*

Credits 5.0

Study time 150 h

Course offerings and teaching methods in academic year 2026-2027

Offering	Language	Location	Teaching Methods
A (semester 1)	English	Gent	lecture group work
B (semester 1)	English	Gent	group work lecture

Lecturers in academic year 2026-2027

Kozusznik, Gosia	EB23	lecturer-in-charge
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Offered in the following programmes in 2026-2027

Programme	crdts	offering
Master of Science in Teaching in Economics(main subject Public Administration and Management)	5	A, B
Master of Science in Teaching in Social Sciences(main subject Sociology)	5	A
Master of Science in Teaching in Physical Education	5	A
Master of Science in Movement and Sports Sciences(main subject Sports Policy and Sports Management)	5	A
Master of Science in Public Administration and Management	5	A
Master of Science in Sociology	5	A
Master of Science in Sociology	5	A, B
Exchange programme in Economics and Business Administration	5	A
Exchange Programme in Political and Social Sciences	5	A

Teaching languages

English

Keywords

Strategic Human Resource Management, Human Resource Management, Personnel Management, Personnel & Organization, Sustainable HRM, I@H

Position of the course

Human Resource Management is seen as a strategic and results-oriented approach to human capital, with a special focus on sustainable results with regard to performance, well-being, and societal impact. We apply a holistic approach to familiarize students with theoretical and conceptual insights in Human Resource Management. We focus on the implementation of Human Resource Management in public and social profit organizations by means of a case and concrete project. This course includes elements of internationalisation@home (I@H), I@H refers to international and/or intercultural learning experiences gained at the home university.

Contents

1. Private versus public sector: similarities and differences between both sectors. We explore different models that identify these differences and similarities.
2. HRM and its implementation in the public sector: inflow and throughflow of personnel. We gain insight into how HRM is shaped within a public organization.
3. Sustainable HRM in the public sector: focus on working conditions, well-being, stress and burnout, motivation and purpose,...

4. Current trends and evolutions.

Initial competences

- Psychological understanding of the functioning of employees in an organization
- Knowledge of the main management theories and HRM as a functional domain in the organization.
- General management insight such as:
 - To be able to reflect about organizational problems and developments by using models and frameworks of strategic management.
 - To be able to apply the models and frameworks of strategic management on specific situations and business cases.
- Economic insights, such as:
 - Understand and be able to use economic tools and theories
 - Be aware of the downsides and shortcomings of the economic tools and theories
 - Understand, and be able to critically reflect on real-world problems like inequality, economic crises, sustainability, and globalization.
 - Understand and be able to critically reflect on economic news in the popular media

Final competences

- 1 Insight into the importance of (managing) human capital in the organization.
- 2 To be able to describe the differences and similarities between the private and public sector in terms of personnel policy. Being able to link this to existing models that map these differences.
- 3 Describe how the basic principles of HRM can be implemented in public organizations.
- 4 Explain the implications of HRM for sustainability.
- 5 To be able to use HRM theories and concepts in the public sector.

Conditions for credit contract

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

Conditions for exam contract

This course unit cannot be taken via an exam contract

Teaching methods

Group work, Seminar, Lecture, Independent work

Extra information on the teaching methods

Attention: students who take the course for 3 ECTS credits will only have lectures.
Lesson recordings subject to conditions (see FOER).

Study material

Type: Handbook

Name: HRM theory meets reality: How to manage your human capital in public and private sectors?

Indicative price: € 38

Optional: no

Language : English

ISBN : 978-9-46494-666-6

Type: Slides

Name: Slides HRM in public sector

Indicative price: Free or paid by faculty

Optional: no

Language : English

References

Course content-related study coaching

Individual

Assessment moments

end-of-term and continuous assessment

Examination methods in case of periodic assessment during the first examination period

Written assessment

Examination methods in case of periodic assessment during the second examination period

Written assessment

Examination methods in case of permanent assessment

Presentation, Assignment

Possibilities of retake in case of permanent assessment

examination during the second examination period is possible

Extra information on the examination methods

Students 5 ects: Written exam based on handbook, slides and scientific articles. Students work in groups on a portfolio and presentation.

Students 3 ects: Written exam based on handbook, slides, and scientific articles.

Calculation of the examination mark

Students 5 ects: 60% exam and 40% portfolio and presentation

Students 3 ects: 100% exam.

Facilities for Working Students

Working students who want to follow this course, please contact in advance the responsible lecturer to be able to discuss the lecture formats.

Assignments can be adapted for working students.