

**LINGNAN UNIVERSITY**  
**HONG KONG CIVIL SERVICE**

**CLC9014**

2nd Term 2017-2018

Instructor: Dr. Tam Wai-keung; Department of Political Science

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Office hours: Wednesday 2:30-4:30pm; Thursday 12:30-2:30pm, or by appointment

**COURSE AIMS**

This course provides students with an overview of the management of organization and human resources in civil service system, with reference to the relevant issues and development in Hong Kong. It aims to benefit students who are planning to pursue their career in the government or other public sectors after graduation. It is going to provide students with a theoretical framework and critical analysis of various approaches and techniques of civil service system and management.

**LEARNING OUTCOMES (LOs)**

Upon successful completion of this course, students should be able to:

1. Identify the underlying values in managing civil service system and critically discuss the strengths and weaknesses of alternative approaches in civil service management.
2. Identify the key concepts, debates, strategies and trends in contemporary civil service management.
3. Analyses the civil service system of the Hong Kong SAR, including statutory and administrative framework, key actors, strategies and practices; and the societal and political impacts on civil service management structures.
4. Examine the institutions, management processes, and major issues confronting the civil service system; and
5. Examine the international trends in civil service reforms and their implications.

## **TEACHING METHOD**

Lectures are combined with tutorials. Lectures focus on the introduction and explanation of key concepts, theoretical framework and critical analysis of various human resources and financial management practices in the public sector context, with illustrations by referring to current issues and local examples whenever appropriate. Tutorial sessions provide students with the opportunity to apply the concepts and theories acquired in lectures to real-life current issues.

## **MEASUREMENT OF LEARNING OUTCOMES**

Assessment of students' performance will be based on the following four criteria:

1. Class participation (10%) (measures LOs 1-5)

Students will be graded according to their degree of class participation and other relevant contributions to the class discussion.

2. Class presentation (15%) (measures LOs 1-4)

The whole class is divided into presentation teams (each team comprising around 3 students) and each team is required to give a 40-minute oral presentation on a government department/bureau from the perspective of street-level bureaucracy, followed by a question and answer session and further discussion in the class.

3. Group written report (15%) (measures Los 1-4)

Following the oral presentation, the presentation team submits a group written report on the presentation topic. The paper should be not less than 3000 words in length (excluding footnotes, bibliographies and appendices) and typed in one-and-a half line spacing. It should be properly referenced according to established academic rules and plagiarism is strictly prohibited. A table setting out the division of work amongst the presentation team should also be attached at the end of the paper for individual assessment. Students should submit their report *two weeks* after the group presentation.

4. Final Examination (60%) (measures LOs 1-5)

This will assess students' understanding of the basic concepts, case studies, and debates encountered in this course.

### **IMPORTANT NOTES**

1. Students are expected to spend a total of 9 hours (i.e. 3 hours of class contact and 6 hours of personal study) per week to achieve the course learning outcomes.
2. Students shall be aware of the University regulations about dishonest practice in course work, tests and examinations, and the possible consequences as stipulated in the Regulations Governing University Examinations. In particular, plagiarism, being a kind of dishonest practice, is “the presentation of another person’s work without proper acknowledgement of the source, including exact phrases, or summarised ideas, or even footnotes/citations, whether protected by copyright or not, as the student’s own work”. Students are required to strictly follow university regulations governing academic integrity and honesty.
3. Students are required to submit writing assignment(s) using Turnitin.
4. To enhance students’ understanding of plagiarism, a mini-course “Online Tutorial on Plagiarism Awareness” is available on <https://pla.ln.edu.hk/>.

## **COURSE SCHEDULE**

Week 1 (January 18, 2018)

### **Introduction and Housekeeping**

Week 2 (January 25, 2018)

### **Core Functions of Civil Service and Overview of the Hong Kong Civil Service**

Required reading:

“The Public Sector: An Overview,” in Ian Scott, *The Public Sector in Hong Kong* (Hong Kong: Hong Kong University Press, 2010), pp. 1-22.

Week 3 (February 1, 2018)

### **Public Administration vs. Private Management**

Required readings:

David Rosenbloom, Robert Kravchuk, and Richard Clerkin, *Public Administration: Understanding Management, Politics, and Law in the Public Sector* (New York: McGraw-Hill, 2009) (Seventh Edition), pp. 2-14.

Graham Allison, “Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?” in Jay Shafritz and Albert Hyde (eds.), *Classics of Public Administration* (Boston: Cengage Learning, 2012) (7th Edition), pp. 395-411.

Week 4 (February 8, 2018)

### **Street-Level Bureaucracy**

Required readings:

Michael Lipsky, “Street-Level Bureaucracy: The Critical Role of Street-Level Bureaucrats,” in Jay Shafritz and Albert Hyde (eds.), *Classics of Public Administration* (Boston: Cengage Learning, 2012) (7th Edition), pp. 412-419.

Lael Keiser, “State Bureaucratic Discretion and the Administration of Social Welfare Programs: The Case of Social Security Disability,” *Journal of Public Administration Research and Theory* Volume 9, No.1 (January 1999), only read pp. 87-93.

Week 5 (February 15, 2018)

**No Class, Chinese New Year Holiday**

Week 6 (February 22, 2018)

**Human Resources Policy and Reform of Hong Kong's Civil Service**

Required reading:

"The Civil Service: Personnel Policies," in Ian Scott, *The Public Sector in Hong Kong* (Hong Kong: Hong Kong University Press, 2010), pp. 95-103, 110-113.

Week 7 (March 1, 2018)

**Divestment of Public Services in Hong Kong**

Required reading:

Rikkie L K Yeung, "Divestment in Hong Kong: Critical Issues and Lessons," *The Asia Pacific Journal of Public Administration* Vol.27, No.2 (December 2005), pp. 141-162.

Week 8 (March 8, 2018)

**Civil Service Values in Post-Colonial Hong Kong**

Required reading:

John Burns and Li Wei, "The Impact of External Change on Civil Service Values in Post-Colonial Hong Kong," *The China Quarterly* No.222 (June 2015), pp. 522-546.

Week 9 (March 15, 2018)

**Public Service Motivation: The Case of the Hong Kong Police Force**

Required reading:

Tingjin Lin and John Burns, "Protest Policing in Hong Kong: Maintaining Professionalism and Solidarity in the Face of Renewed Political Challenges," *Public Administration and Development* Volume 36, (2016), pp. 93-107.

Week 10 (March 22, 2018)

**How to Monitor the Civil Service: Role of Ombudsman**

Required reading:

Wilson Wong and Raymond Yuen, "The Ombudsman in Hong Kong: Role and Challenges under the Transformation of Governance in the Post-1997 Era," *Asia*

*Pacific Law Review* Volume 17 (2009), pp. 115-134.

Week 11 (March 29, 2018)

**Student Presentation**

Week 12 (April 5, 2018)

**No Class, Ching Ming Festival**

Week 13 (April 12, 2018)

**Student Presentation**

Week 14 (April 19, 2018)

**Student Presentation**

Week 15 (April 26, 2018)

**Conclusion**