COURSE OUTLINE

1. Information about the program

1.1 Higher education institution	***Alexandru Ioan Cuza* University of Iaşi**
1.2 Faculty	**Faculty of Economics and Business Administration**
1.3 Departament	**Management, Marketing and Business Administration**
1.4 Field of study	**Management**
1.5 Cycle of study	**Master**
1.6 Study program / Qualification	Strategic Human Resource Management in Europe

2. Information about the course

2.1 Course title			**Total Rewards**				
2.2 Course coordinator			Assistant Professor **Cătălin-Ioan CLIPA**, PhD				
2.3 Seminar coordinator							
2.4 Year of study	**1**	**2.5** Semester	**2**	**2.6** Type of evaluation*	**M**	**2.7** Course status**	**C**

* *MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; ** C-compulsory/O-optional/E-elective*

3. Estimated time allocation (hours per semester and teaching activities)

3.1 Number of hours per week	**2**	out of which: **3.2** course	**2**	**3.3** seminar / laboratory	**-**
3.4 Total number of hours per semester	**28**	out of which: **3.5** course	**28**	**3.6** seminar / laboratory	**-**

Time allocation	h
Study based on course book, course materials, bibliography and other	**32**
Supplementary study in the library, on electronic platforms and on the field	**12**
Preparing seminars/laboratories, assignments, papers, portfolios and essays	**14**
Tutorship	**1**
Examination	**3**
Other activities	

3.7 Total hours of individual study	**58**
3.8 Total hours per semester	**90**
3.9 Number of credits	**3**

4. Prerequisites (if applicable)

4.1 Referring to curriculum	**1st semester**
4.2 Referring to competences	**1st semester**

5. Conditions (if applicable)

5.1 For the course	**Not necessary**
5.2 For the seminar / laboratory	**Not necessary**

6. Specific competences accumulated

Professional competencies	• Implement structures which can address the required staff in a market-adequate way, and which can create long-term loyalty (Employer Branding, Talent Management, Demographic Management, Work-life Balance, modern Compensation Management); • Manage international and intercultural HR processes successfully; • Analyse European and international labour market policies from a strategic perspective, and design concepts of strategic change; • Manage the personnel situation of international enterprises and institutions; • Act as a strategic partner of the management board;
Transversal competencies	**TC1.** Application of the professional ethical norms and values in decision-making and undertaking of complex professional tasks, independently or within a team.

7. Course objectives (based on specific competencies accumulated)

7.1 General objective	The students will have an enhanced expertise in the most important HRM systems and methods. In order to work in an international HRM environment as an successful HR Manager students work on practical HR topics, e.g. Employer Branding, Performance & Talent Management, Compensation etc. based on scientific approaches. After completion of this module students are able to deal with these topics in their day-to-day-performance when working in an HR organisation.
7.2 Specific objectives	After successfully finalizing this course, students will be able to: ▪ Understand and use the basic concepts of the subject; ▪ Develop an integrated compensation plan; ▪ Identify the contextual influences on compensation practices; ▪ Differentiate between traditional and incentive pay; ▪ Adjust the compensation system to internal consistency and market competition; ▪ Build pay structures that recognise employee contributions.

8. Content

8.1	**Course**	**Teaching methods**	**Observations** (time and bibliography)
1.	Strategic compensation	Interactive lecture, heuristic conversation, case study	2 hours
2.	Contextual influences on compensation practice	Interactive lecture, heuristic conversation, case study	2 hours
3.	Traditional bases for pay	Interactive lecture, heuristic conversation, problem solving method	2 hours
4	Incentive pay	Interactive lecture, heuristic conversation, problem solving method	2 hours
5	Person-focused Pay	Interactive lecture, heuristic conversation, problem solving method	2 hours
6	Building internally consistent compensation systems	Interactive lecture, heuristic conversation, case study	2 hours
7	Building market-competitive compensation systems	Interactive lecture, heuristic conversation, case study	2 hours

8	Building pay structures that recognize employee contributions	Interactive lecture, heuristic conversation, case study	2 hours
9	Discretionary benefits	Interactive lecture, heuristic conversation, case study	2 hours
10	Employer-sponsored retirement plans and health insurance programs. legally required benefits	Interactive lecture, heuristic conversation, case study	2 hours
11	Compensating executives and expatriates	Interactive lecture, heuristic conversation, case study	2 hours
12	Compensating the flexible work force	Interactive lecture, heuristic conversation, case study	2 hours
13	Pay and benefits in Europe and around the world	Interactive lecture, heuristic conversation, case study	2 hours
14	Challenges facing compensation professionals	Interactive lecture, heuristic conversation, case study	2 hours

Bibliography

- Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward, 3rd edition, Kogan Page
- Hsavranek C., Mauhart J. (2010): Gehalt und Leistungen managen. Die unternehmerische Gestaltung von Gehaltssystemen, 2nd ed. Linde International
- Martocchio J. J. (2015): Strategic Compensation: A Human Resource Management Approach – Global Edition, 8th ed., New Jersey: Pearson Prentice Hall

9. Bridging course content with the expectations of the community, professional associations and representative employers in the field of the program

On an annual basis, the course content is discussed with the representatives of the business environment, who hire or could hire graduates from this program, while students are required to provide feedback (on-line, anonymous) after each semester about the course structure, teaching methods, as well as strengths / weaknesses (after the final evaluation).

10. Evaluation

Type of activity	**10.1 Evaluation criteria**	**10.2 Evaluation methods**	**10.3 Allocation to the final grade (%)**
10.4 Course	Theoretical and applied knowledge	Participating in class discussions based on readings and case studies	25%
		Mid-term exam (first 7 chapters) – 8th week: April 12, 2017	25%
		Building Strategic Compensation Systems (BSCS) (2 students in a team)	25%
		Final exam (in the exam sesion): the other half of the course content	25%

10.5 Minimal performance standard
Obtaining 5 points (out of 10) for the evaluation.

Date,
February 15, 2018

Course coordinator,

Assist. prof. Cătălin-Ioan CLIPA, Ph.D.

Date of approval in the departament,
February 19, 2018

Head of department,

Professor Valentin NIȚĂ, PhD