



## COURSE OUTLINE

### 1. Information about the program

|                                   |   |
|-----------------------------------|---|
| 1.1 Higher education institution  | “Alexandru Ioan Cuza” University of Iași          |
| 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 HR Management in Europe (SHRME)         |

### 2. Information about the course

|                         |   |              |   |                         |   |                     |   |
|-------------------------|---|--------------|---|-------------------------|---|---------------------|---|
| 2.1 Course title        | SHRM: Organizational Strategy and HRM   |              |   |                         |   |                     |   |
| 2.2 Course coordinator  | Lecturer <b>Sinziana Spiridon</b> , PhD |              |   |                         |   |                     |   |
| 2.3 Seminar coordinator | Lecturer <b>Sinziana Spiridon</b> , PhD |              |   |                         |   |                     |   |
| 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   | 1,5 | out of which: 3.2 course | 1  | 3.3 seminar / laboratory | 0,5 |
| 3.4 Total number of hours per semester                                       | 21  | out of which: 3.5 course | 14 | 3.6 seminar / laboratory | 7   |
| Time allocation  |     |                          |    |                          | h   |
| Study based on course book, course materials, bibliography and other         |     |                          |    |                          | 20  |
| Supplementary study in the library, on electronic platforms and on the field |     |                          |    |                          | 10  |
| Preparing seminars/laboratories, assignments, papers, portfolios and essays  |     |                          |    |                          | 20  |
| Tutorship  |     |                          |    |                          | 2   |
| Examination  |     |                          |    |                          | 2   |
| Other activities .....   |     |                          |    |                          |     |
| 3.7 Total hours of individual study  |     |                          |    |                          | 54  |
| 3.8 Total hours per semester   |     |                          |    |                          | 75  |
| 3.9 Number of credits  |     |                          |    |                          | 3   |

### 4. Prerequisites (if applicable)

|                              |                          |
|------------------------------|--------------------------|
| 4.1 Referring to curriculum  | 1 <sup>st</sup> semester |
| 4.2 Referring to competences | Not necessary            |

### 5. Conditions (if applicable)

|                                  |               |
|----------------------------------|---------------|
| 5.1 For the course               | Not necessary |
| 5.2 For the seminar / laboratory | Not necessary |

### 6. Specific competences accumulated

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>Analyse and plan HR in international enterprises from a strategic vantage point;</li> <li>Initiate and manage change in HR successfully;</li> </ul> |
|--|--|



|                          |   |
|--------------------------|---|
|                          | <ul style="list-style-type: none"><li>• Manage international and intercultural HR processes successfully;</li><li>• Analyse European and international labour market policies from a strategic perspective, and design concepts of strategic change;</li><li>• Act as a strategic partner of the management board;</li><li>• Implement change processes in HR successfully;</li></ul> |
| competencies Transversal | <b>TC1.</b> 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)

|          |  |
|----------|--|
| General  | Providing students with solid knowledge about the role of HRM in a modern organisation. They should be able to generate and integrate organisational core competences, to analyse the strategic issues and to create value as HR managers.   |
| Specific | After successfully finalizing this course, students will be able to: <ul style="list-style-type: none"><li>▪ Understand and use the basic notions in the subject;</li><li>▪ Make the connection between HRM and organizational strategy;</li><li>▪ Identify the role of HRM in generating and integrating the core competencies of the organization;</li><li>▪ Add improvements to the process of value creation and distribution;</li><li>▪ Analyze the strategic position of the organization and integrate it with the HRM.</li></ul> |

#### 8. Content

| 8.1 | Course   | Teaching methods  | Observations<br>(time and bibliography) |
|-----|--|---|---|
| 1.  | The transition from HRM to SHRM within an organization: The role of strategic HRM - generating and integrating organizational core competences | Interactive lecture, heuristic conversation, team presentation. | 3 hours                                 |
| 2.  | Value creating and distribution process  | Interactive lecture, heuristic conversation, team presentation. | 4 hours                                 |
| 3.  | Analysis of the organization's strategic issues and choices  | Interactive lecture, heuristic conversation, team presentation. | 4 hours                                 |
| 4   | Identifying the paths to maximize the competence creation processes  | Interactive lecture, heuristic conversation, team presentation. | 3 hours                                 |

#### Bibliography

- Bratton, J.; Gold, J. (2012): Human Resource Management. Theory and Practice



- Christensen, R. (2005): Roadmap to strategic HR, AMACOM
- Holbeche, L. (2009): Aligning Human Resources and Business Strategy
- Sanchez, R.; Heene, A. (2005): Competence Perspectives on Managing Internal Processes (Advances in Applied Business Strategy), Emerald Group Publishing
- Vanderstraeten, A. (2012): Human Resource Management and Performance. A strategic view on employees and organization

| 8.2 | Seminar / Laboratory  | Teaching methods                            | Observations<br>(time and bibliography) |
|-----|---|---|---|
| 1.  | The transition from HRM to SHRM within an organization:<br>The role of strategic HRM - generating and integrating organizational core competences | Case study, debate, small group discussion. | 1 hour                                  |
| 2.  | Value creating and distribution process   | Case study, debate, small group discussion. | 2 hours                                 |
| 3.  | Analysis of the organization's strategic issues and choices   | Case study, debate, small group discussion. | 2 hours                                 |
| 4   | Identifying the paths to maximize the competence creation processes   | Case study, debate, small group discussion. | 2 hours                                 |

**Bibliography**

- Bratton, J.; Gold, J. (2012): Human Resource Management. Theory and Practice
- Christensen, R. (2005): Roadmap to strategic HR, AMACOM
- Holbeche, L. (2009): Aligning Human Resources and Business Strategy
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- Vanderstraeten, A. (2012): Human Resource Management and Performance. A strategic view on employees and organization

**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 | Team Projects   | 30 %                                   |
| 10.5 Seminar/<br>Laboratory  | Applied / practical knowledge     | Tests; Participating in class discussions based on readings and case studies.<br>Individual Projects. | 30 %<br>0 %                            |
| 10.6 Minimal performance standard  |                                   |   |  |
| Obtaining 5 points (out of 10) both for the evaluation along the semester (seminar) and for the final evaluation (exam). |                                   |   |  |

Date  
28 September 2020

Course coordinator,  
**Sinziana Spiridon, Ph.D.**

Seminar coordinator,  
**Sinziana Spiridon, Ph.D.**



Date of approval in the department:  
28 September 2020

Head of department  
Assoc. Prof. **Andrei Ștefan NEȘTIAN**, PhD