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			SHRM Measurement Systems				
2.2 Course coordinator			Lecturer **Carmen Claudia ARUSTEI**, PhD				
2.3 Seminar coordinator			Lecturer **Carmen Claudia ARUSTEI**, PhD				
2.4 Year of study	1	**2.5** Semester	1	**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	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					18
Supplementary study in the library, on electronic platforms and on the field					20
Preparing seminars/laboratories, assignments, papers, portfolios and essays					10
Tutorship					2
Examination					4
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	**Not necessary**
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

Professional competencies	- act as a strategic partner of the management board, design HR scorecards - implement HR structures required for an organization employees in a market-adequate way in order to create long-term loyalty - implement change processes in HR successfully - initiate and manage change in HR successfully - implement measurement systems for HR interventions - manage international and intercultural HR processes successfully
Transversal competencies	- adjusting actions in relation to others' actions; - develop a systemic thinking; - using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems; - identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

7. Course objectives (based on specific competencies accumulated)

7.1 General objective	The students will have solid knowledge and practical skills in the field of Strategic Human Resource Management measurement. The student should be able to discern different types of measurement and master the ability to work with concrete performance measurement systems, including HR Scorecards.
7.2 Specific objectives	After successfully finalizing this course, students will be able to: - Understand and use the basic notions in the field. - Understand, identify and use measurement systems in HR.

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	HR as a strategic partner	Interactive course, heuristic conversation, problem solving method	2 hours
2.	Measuring HR's strategic influence	Interactive course, heuristic conversation, problem solving method	2 hours
3.	An overview of specific HRM measurement systems – HR Scorecards (Key HRM indicators, Key Success Factors etc)	Interactive course, heuristic conversation, problem solving method	4 hours

		Interactive course, heuristic conversation, problem solving method	
4.	The principles of good measurement	Interactive course, heuristic conversation, problem solving method	1 hour
5.	Cost-benefit analysis for HR interventions	Interactive course, heuristic conversation, problem solving method	2 hours
6.	Guidlines for implementing HR Scorecards	Interactive course, heuristic conversation, problem solving method	2 hours
7.	Competencies for HR professionals	Interactive course, heuristic conversation, problem solving method	1 hour

Bibliography

- Becker, B. / Huselid, M. / Ulrich D. (2001): The HR Scorecard. Linking People, Strategy, and Performance, Boston/Massachusetts: Harvard BusinessSchool Press.
- Huselid, M. / Becker, B. / Beatty, R. (2005): The Workforce Scorecard. Managing Human Resource Management Capital to Execute Strategy, Boston/Massachusetts: Harvard BusinessSchool Press.
- Phillips, J. J. / Stone, R. D. / Phillips, P. P. (2001): The Human Resources Scorecard: Measuring the Return on Investment, Boston: Butterworth Heinemann.

8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1-7.	HRM measurement systems in concrete organisations. Read and prepare to discuss the materials indicated at the previous seminar. Project presentation	Interactive teaching methods, case study method, examples, problem solving	7 hours

Bibliography

- Becker, B. / Huselid, M. / Ulrich D. (2001): The HR Scorecard. Linking People, Strategy, and Performance, Boston/Massachusetts: Harvard BusinessSchool Press
- Huselid, M. / Becker, B. / Beatty, R. (2005): The Workforce Scorecard. Managing Human Resource Management Capital to Execute Strategy, Boston/Massachusetts: Harvard BusinessSchool Press
- Phillips, J. J. / Stone, R. D. / Phillips, P. P. (2001): The Human Resources Scorecard: Measuring the Return on Investment, Boston: Butterworth Heinemann
- Update to Barber, Huselid, Becker, Strategic Human Resource Management at Quantum, *Human Resource Management*, Winter 1999, Vol . 38, No. 4, pp . 321-328.

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	Exam (multiple choice questions, open questions and case studies)	50
10.5 Seminar/ Laboratory	Applied / practical knowledge	reading and discussing recommended materials;	50

| | | solutions proposed to case studies (20%)

team project – design an HR scorecard for an organization (30%) | |
|---|---|---|---|
| **10.6** Minimal performance standard | | | |
| Obtaining 5 points (out of 10) for the final grade. | | | |

Date
26 September 2020

Course coordinator
Lecturer **Carmen Claudia ARUSTEI**, PhD

Seminar coordinator
Lecturer **Carmen Claudia Arustei**, PhD

Date of approval in the departament
26 September 2020

Head of departament
Associate Professor **Andrei Ștefan NEȘTIAN**, PhD