



COURSE OUTLINE

1. Information about the program

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|-----------------------------------|---|
| 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 Human Resource Management in Europe |

2. Information about the course

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|-------------------------|---|--------------|---|-------------------------|---|-----------------------|
| 2.1 Course title | Comparative HR Studies and Industrial Relations | | | | | |
| 2.2 Course coordinator | Lecturer Carmen Claudia ARUȘTEI, PhD | | | | | |
| 2.3 Seminar coordinator | - | | | | | |
| 2.4 Year of study | 2 | 2.5 Semester | 3 | 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)

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|--|-----|--------------------------|-----|--------------------------|----|
| 3.1 Number of hours per week | 1.5 | out of which: 3.2 course | 1.5 | 3.3 seminar / laboratory | - |
| 3.4 Total number of hours per semester | 21 | out of which: 3.5 course | 21 | 3.6 seminar / laboratory | - |
| 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 | | | | | 15 |
| Preparing seminars/laboratories, assignments, papers, portfolios and essays | | | | | 14 |
| Tutorship | | | | | 2 |
| Examination | | | | | 3 |
| 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)

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|------------------------------|--|
| 4.1 Referring to curriculum | Intercultural Management, Selection and Recruitment, Performance Management, Total Rewards, Competency and Talent Management |
| 4.2 Referring to competences | analytical skills, public presentation skills |

5. Conditions (if applicable)

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|----------------------------------|-----------------------------|
| 5.1 For the course | Internet, MS Teams platform |
| 5.2 For the seminar / laboratory | |

**6. Specific competences accumulated**

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|----------------------------------|---|
| Professional competencies | Elaborate, understand and implement comparative studies in human resource management (HRM) field. Knowledge and interpretation of different HRM models Understand HRM differences between different geographical areas, considering the context in which the activities are held. |
| Transversal competencies | The most important methodical-analytical skills for graduates are international projects and process management, consultancy skills in international HRM, intercultural competence, leadership capability and critical thinking. |

7. Course objectives (based on specific competencies accumulated)

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|--------------------------------|---|
| 7.1 General objective | Upon completion of this module, students will have critical insights into comparative research in the field of Human Resource Management in Europe and an overview of the state of art research and theory development in comparative European HRM issues |
| 7.2 Specific objectives | After successfully finalizing this course, students will be able to: <ul style="list-style-type: none">run comparative studies and especially to compare different regions/countries from Europe considering HRM activities;identify the contextual elements taken into consideration when describing HRM from different European countries.draw conclusions out of this comparison for research and development and for practice.compare industrial relations practices between different European countries. |

8. Content

| 8.1 | Course | Teaching methods | Observations (time and bibliography) |
|---------------------|--|--|--|
| 1. | Introductory course; Convergence and divergence in HRM (in Europe); “European HRM” vs. “HRM in Europe” debate. | Interactive course, heuristic conversation, | 3 hours |
| 2. | Elementary notions regarding comparative studies in HRM: evolution, aim, frameworks, results. | Interactive course, heuristic conversation, problem solving method | 3 hours |
| 3. | The CRANET network, CRANET studies/reports; industrial relations insights | Interactive course, heuristic conversation, problem solving method | 3 hours |
| 4. | International comparative research on HRM: CRANET studies, EAPM studies; case studies debates | Interactive course, heuristic conversation, problem solving method | 6 hours |
| 5. | Team projects presentations | Presentations; feedback | 4.5 hours |
| 6. | Final course – overview. Evaluation. Feedback | Interactive course, conversation, feedback | 1.5 hours |
| Bibliography | | | |



- Brewster, Ch, Mayerhofer, W. Morley, M. (2004): Human Resource Management in Europe: Evidence of Convergence?, Oxford: Elsevier Butterworth-Heinemann
- Scholz C., Böhm, H. (2008): Human Resource Management in Europe, New York: Routledge
- CRANET reports – 2005, 2011, 2017
- Brewster, Ch. and Mayrhofer, W./Farndale E. (2012/2019): Handbook of Research on Comparative Human Resource Management. Cheltenham, Edward Elgar Publish. Lim. Kabst
- Mayrhofer W., Gooderham, P.N. & Brewster, C. (2019): Context and HRM: Theory, Evidence, and Proposals, *International Studies of Management & Organization*, 0: 1–17.
- Gooderham P., Nordhaug O. (2010), One European model of HRM? Cranet empirical contributions, *Human Resource Management Review*, Vol. 21, 27–36
- Parry E., Farndale E., Brewster Ch., Morley M. (2021), Balancing Rigour and Relevance: The Case for Methodological Pragmatism in Conducting Large-Scale, Multi-country and Comparative Management Studies, *British Journal of Management*, Vol. 32, 273–282.
- Reports on HRM in Romania

+ Other materials (research articles, book chapters, case studies, reports, etc.) handed during the meetings

| 8.2 | Seminar / Laboratory | Teaching methods | Observations (time and bibliography) |
|--------------|----------------------|------------------|---|
| | - | | |
| Bibliography | | | |

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 | <ul style="list-style-type: none">• reading and discussing recommended materials• team project | 20% |
| | Cultural sensitivity | <ul style="list-style-type: none">• exam | 30% |
| 10.5 Seminar/ Laboratory | - | - | - |
| 10.6 Minimal performance standard | | | |
| Obtaining 5 grade (out of 10) for the final evaluation (exam) and 5 grade for the entire course. | | | |



Date

20.09.2021

Course coordinator

Lecturer **Carmen Claudia ARUȘTEI**,
Ph.D.

Seminar coordinator

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Date of approval in the departament

22.09.2021

Head of departament

Associate Professor **Andrei Ștefan NEȘTIAN**, PhD