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			**HRM Region Specifics**				
2.2 Course coordinator			**Cătălin-Ioan CLIPA**, PhD, Lecturer				
2.3 Seminar coordinator			**Cătălin-Ioan CLIPA**, PhD, Lecturer				
2.4 Year of study	**2**	**2.5** Semester	**3**	**2.6** Type of evaluation*	**MT; E**	**2.7** Course status**	**C**

* MT - MIDTERM, 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		**0.5**
3.4 Total number of hours per semester	**21**	out of which: **3.5** course	**14**	**3.6** seminar		**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						**18**
Preparing seminars/laboratories, assignments, papers, portfolios and essays						**14**
Tutorship						**1**
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)

4.1 Referring to curriculum	**1st and 2nd semester**
4.2 Referring to competences	**1st and 2nd semester**

5. Conditions (if applicable)

5.1 For the course	Attendance and preparation are mandatory. For on-line participation it s required a device with Microsoft Teams software and audio-video features.

5.2 For the seminar / laboratory	Attendance and preparation are mandatory. For on-line participation it s required a device with Microsoft Teams software and audio-video features.

6. Specific competences accumulated

Professional competencies	• Analyse and plan HR in international enterprises from a strategic vantage point; • 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 reward management); • Initiate and manage change in HR successfully; • Analyse European and international labour market policies from a strategic perspective, and design concepts of strategic change; • Run projects in European and international labour markets; • Recruit strategically required personnel and create long-term loyalty with the enterprise; • Act as a strategic partner of the management board; • Run international and intercultural HR processes competently and successfully.
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 sound knowledge of the specifics in HRM and labour and social law in the regions of Europe including theoretical approaches to comparative employment relations; theoretical approaches to comparative human resource Management; macro factors of employment relations from a comparative perspective; actors and their interests and power, resources, institutions; ideas, ideologies, identities and outcomes in the international environment.
7.2 Specific objectives	After successfully finalizing this course, students will be able to: • Understand the main HRM models and their specificity. • Explain the influence of political, cultural, and Institutional factors on employment relations and analyse the impact these factors on employment relations in specific regions. • Analyse the region-specific context. • Adapt HRM policies and practices to region-specific context. • Compare the practice of HRM from different European countries. • Use the content of the lecture in research assignments to investigate tendencies of convergence/ divergence and its Impact on employment relations and human resource management. • Understand the process of convergence and its limitations.

8. Content

8.1	**Course**	**Teaching methods**	**Observations** (time and bibliography)

1.	Universality of HRM	Interactive lecture, heuristic conversation	2 hours
2.	The diversity of HRM in Europe	Interactive lecture, heuristic conversation	2 hours
3.	HRM in European Regions	Interactive lecture, heuristic conversation	2 hours
4	Divergence and convergence in HRM in Europe	Interactive lecture, heuristic conversation	2 hours
5	Particularities of HRM at region/ country level	Presentation and discussions	2 hours
6	Particularities of HRM at region/ country level	Presentation and discussions	2 hours
7	Particularities of HRM at region/ country level	Presentation and discussions	2 hours

Bibliography

Main titles:
- Brewster, C.; Mayrhofer, W.; Morley, M. (2004): Human Resource Management in Europe: Evidence of Convergence? Oxford: Elsevier Butterworth-Heinemann
- Dickmann, M.; Brewster, C.; Sparrow, P. (2016) International Human Resource Management: Contemporary HR Issues in Europe, 3rd Edition; Routledge
- Scholz, C.; Böhm, H. (2008): Human Resource Management in Europe, New York: Routledge
- Wood, G.; Brewster, C.; Brookes, M. (2014) Human Resource Management and the Institutional Perspective; Routledge

Supplementary readings:
- Barry, M., & Wilkinson, A. (2012). Research Handbook of Comparative Employment Relations: Edward Elgar.
- Sparrow, P., Brewster, C., & Harris, H. (2004). Globalizing Human Resource Management: Routledge.

8.2	Seminar	Teaching methods	Observations (time and bibliography)
1.	Universality of HRM	Case study, debate, small group report	2 hours
2.	The diversity of HRM in Europe	Case study, debate, small group report	2 hours
3.	HRM in European Regions	Case study, debate, small group report	2 hours
4	Divergence and convergence in HRM in Europe	Case study, debate, small group report	2 hours
5	Particularities of HRM at region/ country level	Presentation and discussions	2 hours
6	Particularities of HRM at region/ country level	Presentation and discussions	2 hours
7	Particularities of HRM at region/ country level	Presentation and discussions	2 hours

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Main titles:
- Brewster, C.; Mayrhofer, W.; Morley, M. (2004): Human Resource Management in Europe: Evidence of Convergence? Oxford: Elsevier Butterworth-Heinemann
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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 (during exam session)	40
10.5 Seminar/ Laboratory	Applied / practical knowledge	Participating in class discussions based on readings and case studies	25
		Report presentation	35
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) for the evaluation.			

Date
September 20, 2021

Course coordinator,

Seminar coordinator,

Cătălin-Ioan CLIPA, PhD, lecturer

Cătălin-Ioan CLIPA, PhD, lecturer

Date of approval in the department
September 22, 2021

Head of department,

Ștefan-Andrei NEŞTIAN, PhD, Associate Professor