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	**Performance Management & Total Rewards**				
2.2 Course coordinator	Assistant Teacher **Silviu Tiţă**, PhD				
2.3 Seminar coordinator					
2.4 Year of study	**1**	**2.5** Semester **1**	**2.6** Type of evaluation* **E**	**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					**15**
Supplementary study in the library, on electronic platforms and on the field					**10**
Preparing seminars/laboratories, assignments, papers, portfolios and essays					**10**
Tutorship					**2**
Examination					**2**
Other activities					

3.7 Total hours of individual study	**8**
3.8 Total hours per semester	**75**
3.9 Number of credits	**3**

4. Prerequisites (if applicable)

4.1 Referring to curriculum	**1ˢᵗ 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

Professional competencies	Explanation, interpretation and correlation human resource performance management factors to improve employee engagement (1 credits) Optimise specific plans for human resources in order to achievement organizational goals (1 credits) Applying principles of performance management to achivement day-to-day performance when working in human resources management. (0,5 credits)
Transversal competencies	Communication skills and interpretation of the concepts and principles of performance management in human resources management (0,5 credits)

7. Course objectives (based on specific competencies accumulated)

7.1 General objective	Upon completion of this module, students will know how to improve employee engagement enabling employees to understand how they are contributing to the organisation's goals.
7.2 Specific objectives	After successfully finalizing this course, students will be able to : ▪ to create transparency in achievement of goals and to align employees directly to the board's goals. ▪ to optimise incentive plans to specific goals and are able to deal with these topices in their day-to-day-performance when working in an HR organisation.

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	Introduction in performance management	Interactive course, heuristic conversation, problem solving method	2 hours
2.	Improve engagement enabling employees	Interactive course, heuristic conversation, problem solving method	2 hours
3.	Transparency in achievment of goals and align employees directly to the board goals	Interactive course, heuristic conversation, problem solving method	6 hours
4.	Build high conficence in bonus paymemt systems	Interactive course, heuristic conversation, problem solving method	2 hours
5.	Design professionell development programs aligned directly to business goals	Interactive course, heuristic conversation, problem solving method	1 hours

6.	Provide well defined and communicated process documentation	Interactive course, heuristic conversation, problem solving method	1 hours

Bibliography

- Daniels, A. (2004): Performance Management: Changing Behavior that Drives Organisational Effectiveness, 4th edition, Performance Management Publications
- Michael Armstrong (2009), Armstrong's Handbook of Performance Management, Kogan Page; Fourth Edition edition
- Gary Coking (2004), Performance management : finding the missing pieces (to close the intelligence gap), John Wiley & Sons
- Joseph J. Martocchio, 2015, Strategic Compensation, A Human Resource Management Approach, Pearson Education

8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1.	Introduction in performance management	Interactive course, heuristic conversation, problem solving method	1 hours
2.	Improve engagement enabling employees	Interactive course, heuristic conversation, problem solving method	1 hours
3.	Transparency in achievment of goals and align employees directly to the board goals	Interactive course, heuristic conversation, problem solving method	2 hours
4.	Build high conficence in bonus paymemt systems	Interactive course, heuristic conversation, problem solving method	1 hours
5.	Design professionell development programs aligned directly to business goals	Interactive course, heuristic conversation, problem solving method	1 hours
6.	Provide well defined and communicated process documentation	Interactive course, heuristic conversation, problem solving method	1 hours

Bibliography

- Daniels, A. (2004): Performance Management: Changing Behavior that Drives Organisational Effectiveness, 4th edition, Performance Management Publications
- Michael Armstrong (2009), Armstrong's Handbook of Performance Management, Kogan Page; Fourth Edition edition
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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	40%
10.5 Seminar/ Laboratory	Project presentation at seminar:		35%
	Project components	Perfomance indicators – List – 10%	
		Indicators Sheets – 15%	
		Balance scorecard + Strategic map – Job level – 25%	
		Balance scorecard + Strategic map – Department level – 25%	
		Balance scorecard + Strategic map – Company level – 25%	
	Final project		25%
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) both at the evaluation along the semester (project) and at the final evaluation (exam).			

Date   Course coordinator   Seminar coordinator
21.09.2021   Assit. Teacher **Silviu Tita**, Ph.D.

Date of approval in the departament   Head of departament
22.09.2021   Professor **Andrei Neştian**, PhD