



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 Department	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	Basic Theories in HRM						
2.2 Course coordinator	Professor Andrei Stefan Nestian, 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	1,5	3.3 seminar / laboratory	0
3.4 Total number of hours per semester	21	out of which: 3.5 course	21	3.6 seminar / laboratory	0
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					16
Preparing seminars/laboratories, assignments, papers, portfolios and essays					10
Tutorship					4
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	<ul style="list-style-type: none"> • manage international and intercultural HR processes successfully • manage the personnel situation of international enterprises and institutions • recruit strategically required personnel and create long-term loyalty with the enterprise • act as a strategic partner of the management board • implement change processes in HR successfully • run international and intercultural HR processes competently and successful
Transversal competencies	<ul style="list-style-type: none"> • Motivating, developing, and directing people as they work, identifying the best people for the job. • Adjusting actions in relation to others' actions. • 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 as sound knowledge of different theoretical perspectives on HRM and on the employment relationship. They will have a specific knowledge within a range of scientific theories of HRM that allows students to successfully function as a manager in an international private, public or social-profit organization.
7.2 Specific objectives	<p>After successfully finalizing this course, students will be able to:</p> <ul style="list-style-type: none"> ▪ Understand and use the basic notions in the field. ▪ Understand, identify and use a range of scientific theories of HRM ▪ Understand the impact of HRM activities to organizational performance

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	The nature of human resource management Strategic human resource management	Interactive course, heuristic conversation, problem solving method	3 hours
2.	Workforce planning and metrics Recruitment, Selection methods and decisions	Interactive course, heuristic conversation, problem solving method	4 hours
3.	Engaging and retaining people, Employee performance management	Interactive course, heuristic conversation, problem solving method	3 hours
4.	Organisational change and development, Leadership, Organisational change and development	Interactive course, heuristic conversation, problem solving method	4 hours
5.	Learning and development, Talent and career development	Interactive course, heuristic conversation, problem solving method	3 hours
6.	The legal framework of work, Setting pay, Incentives	Interactive course, heuristic conversation, problem solving method	4 hours

**Bibliography**

- Torrington, D, Hall, L., Taylor, S.,(2014) Human Resource Management 9th edn, Pearson Education
- Bratton, J. / Gold, J. (2011): Human Resource Management. Theory and Practice, Hampshire: Palgrave MacMillan
- Boxall, P. & J. Purcell (3rd. Edition, 2011): Strategy and Human Resource Management; Palgrave Macmillan
- Wilkinson, A. u. a. (2010): The SAGE Handbook of Human Resource Management; Chapter 4: Budd, J.W. & D. Bhave, The employment relationship, pp. 51-70; Sage
- Storey, J. (2009): The Routledge Companion to Strategic Human Resource Management; Chapter 4: Alvesson, M., Critical perspectives on strategic human resource management; Routledge

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 – 70% Theoretical synthesis – 30%	100%
10.5 Seminar/ Laboratory			0
10.6 Minimal performance standard			
Minimum 50% attendance at course Obtaining 5 points (out of 10) both for the evaluation of the Theoretical synthesis and for the final evaluation (exam).			

Date
23 September 2023

Course coordinator
Prof. **Andrei Stefan Nestian**, Ph.D.

Seminar coordinator

Date of approval in the department
28 September 2023

Head of department
Prof. **Andrei Stefan Nestian**, Ph.D.