



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		Performance Management & Total Rewards					
2.2 Course coordinator		Assistant Teacher Silviu Tiță , 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	1 st 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 achievement 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 : <ul style="list-style-type: none">▪ 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 topics 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 achievement of goals and align employees directly to the board goals	Interactive course, heuristic conversation, problem solving method	6 hours
4.	Build high confidence in bonus payment systems	Interactive course, heuristic conversation, problem solving method	2 hours
5.	Design professional 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			
<ul style="list-style-type: none"> 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 achievement of goals and align employees directly to the board goals	Interactive course, heuristic conversation, problem solving method	2 hours
4.	Build high confidence in bonus payment systems	Interactive course, heuristic conversation, problem solving method	1 hours
5.	Design professional 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			
<ul style="list-style-type: none"> Michael Armstrong, Stephen Taylor, 2023, ARMSTRONG'S HANDBOOK OF HUMAN RESOURCE MANAGEMENT PRACTICE, London; New York, NY: Kogan Page, 2023. Joseph J. Martocchio, 2015, Strategic Compensation, A Human Resource Management Approach, Pearson Education 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 			

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	Performance indicators – List – 10%	
		Balance scorecard + Strategic map – Job level – 30%	
		Balance scorecard + Strategic map – Department level – 30%	
		Balance scorecard + Strategic map – Company level – 30%	
	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
27.09.2023

Course coordinator
Assit. Teacher **Silviu Tita**, Ph.D.

Seminar coordinator

Date of approval in the departament
28.09.2023

Head of departament
Professor **Andrei Neștian**, PhD