



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	Competency and Talent Management						
2.2 Course coordinator	Associate Professor Andrei Stefan Nestian , PhD						
2.3 Seminar coordinator	Associate Professor Andrei Stefan Nestian , PhD						
2.4 Year of study	1	2.5 Semester	2	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	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	<ul style="list-style-type: none"> • 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, Worklife-Balance, modern Compensation Management) • initiate and manage change in HR successfully • manage international and intercultural HR processes successfully • act as a strategic partner of the management board • implement change processes in HR successfully
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 be able to create a professional talent management program for organisational excellence; to formulate useable competency catalogues built on an underlying, tailored competency model; to use performance appraisals for identifying talents; and to to define sustainable succession and career planning systems.
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 specific instruments for professional talent management programs ▪ Understand the impact of professional talent management program for obtaining organisational excellence

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	Competency management Talent management and competency based talent management	Interactive course, heuristic conversation, students presentations	3 hours
2.	Developing an competency framework Competency based recruitment and hiring	Interactive course, heuristic conversation, students presentations	3 hours
3.	Competency based performance management Competency based personnel development (training, career planning and succession management)	Interactive course, heuristic conversation, students presentations	3 hours
4.	Building competitive advantage through integrated talent management Building the talent pipeline : attracting and recruiting the best and brightest	Interactive course, heuristic conversation, students presentations	3 hours
5.	Current organizational practices for identifying and assessing high – potential talent – Managing leadership talent pools	Interactive course, heuristic conversation, students presentations	3 hours



6.	Building functional expertise to enhance organizational capability Relate the total reward packages to the talent management program.	Interactive course, heuristic conversation, students presentations	3 hours
7.	Managing and measuring the talent management function Managing talent in global organizations	Interactive course, heuristic conversation, students presentations	3 hours
Bibliography			
<ul style="list-style-type: none"> Robert Silzer, Ben Dowell (editors), 2010, Strategy-driven talent management – A leadership imperative, Jossey-Bass/John Wiley & Sons, Inc. , San Francisco, The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, 2nd ed., US: McGraw-Hill Professional "The value of Talent" by Janice Caplan (Kogan Page 2011) Berger L. / Berger, D. (2010) Sharlyn Lauby, (2022), The SHRM Essential Guide to Talent Management: A Handbook for HR Professionals, Managers, Businesses, and Organizations, PB Publishing 			
8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1-7.			
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 (online, 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	Ongoing evaluation (Team presentation) (40%) + Exam (60%)	100
10.5 Seminar/ Laboratory	Applied / practical knowledge	-	0
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) both for the ongoing evaluation and for the final evaluation (Exam).			

Date
23 Sept. 2023

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

Seminar coordinator

Date of approval in the department
28 Sept. 2023

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