

Syllabus

1. Programme information

1.1. Institution	THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	BUCHAREST BUSINESS SCHOOL
1.3. Department	ECONOMIC DEVELOPMENT OF THE COMPANY
1.4. Field of study	BUSINESS ADMINISTRATION
1.5. Cycle of studies	MASTER STUDIES
1.6. Education type	FULL-TIME / PART-TIME
1.7. Study programme	INDE Romanian-French MBA
1.8. Language of study	English
1.9. Academic year	2016-2017

2. Information on the discipline

2.1. Name	Human Resource Management								
2.2. Code									
2.3. Year of study	2	2.4. Semester	1	2.5. Type of assessment	Exam	2.6. Status of the discipline	O	2.7. Number of ECTS credits	5
2.8. Leaders	C(C)								
	S(S)								

3. Estimated Total Time

3.1. Number of weeks	14,00		
3.2. Number of hours per week	3,00	of which	
		C(C)	2,00
		S(S)	1,00
3.3. Total hours from curriculum	42,00	of which	
		C(C)	28,00
		S(S)	14,00
3.4. Total hours of study per semester (ECTS*25)	125,00		
3.5. Total hours of individual study	83,00		
<i>Distribution of time for individual study</i>			
Study by the textbook, lecture notes, bibliography and student's own notes	30,00		
Additional documentation in the library, on specialized online platforms and in the field	30,00		
Preparation of seminars, labs, assignments, portfolios and essays	10,00		
Tutorials	9,00		
Examinations	4,00		
Other activities	0,00		

4. Prerequisites

4.1. of curriculum	NA
4.2. of competences	NA

5. Conditions

for the C(C)	Classrooms disposing of multimedia equipment and internet access
for the S(S)	Classrooms disposing of multimedia equipment and internet access

6. Acquired specific competences

PROFESSIONAL	C2	The analysis and evaluation of the business environment, the estimation of tendencies, identification of threats and business opportunities, forecasting the business environment evolution on short and long term
PROFESSIONAL	C4	Designing solutions and/or capitalization of opportunities regarding the achievement of objectives and performance criteria
PROFESSIONAL	C6	Designing and redesigning businesses, implementation of activity plans (planning, organizing, resource management, processes management, performance management, risk management, change management)
PROFESSIONAL	C7	Internationalization, regionalization, globalization of the business
TRANSVERSE	T3	Assuming the need of continuous development to create the premises of career progress and adapting one's own professional and managerial competencies to the economic environment dynamic

7. Objectives of the discipline

7.1. General objective	Acquiring knowledge relevant to the professionalization of human resources activities, field of activity known for its effects rather than for the scientific aspect of the issues addressed;
7.2. Specific objectives	Learning and use the key concepts, methods, techniques and tools of HRM; Training and development of skills, attitudes and competencies absolutely necessary for future graduates that can become professionals, highly skilled and irreplaceable at the working place. Facilitate a modern approach regarding human resource management.

8. Contents

8.1. C(C)		Teaching/Work methods	Recommendations for students
1	1. Introduction to human resource management – the role and key features of organisational human resources, defining HRM, the main activities of HRM, developmental stages of HRM.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
2	2. Strategic human resource management – strategic human resource management domain, human resource analysis, strategic human resource planning, types of HR strategies and politics.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
3	3. Analysis and design of the workplace – general considerations, job analysis definition, job description and specification, the main objectives of the job analysis, types of job analysis, job analysis process, methods and techniques of job analysis.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.

4	4. Human resources recruitment and selection – the importance of human resource recruitment, recruitment – basic activity for supplying human resources, external and internal recruitment factors, recruitment features, recruitment sources, the selection process, employment and induction of human resources.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
5	5. Career management – career concept, individual and organisational career planning, individual responsibilities regarding career, career choice factors, career stages, final recommendations for career management, career effectiveness.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
6	6. Performance evaluation/assessment – the role and significance of performance evaluation, defining performance assessment, formal and informal assessment, potential problems and sources of errors, assessment systems recommendations, methods and techniques of evaluation.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
7	7. Human resource motivation – motivational theories, managers’ participative style, compensations and benefits, key features of reward systems, key features of payroll systems.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
8	8. Conflict management – approaches regarding the conflict, types of conflicts, the main causes of the conflicts, conflict models, conflict management strategies, social malfunctions, employees rights and obligations, social dialog and institutions of the social dialog.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
9	9. Team management – teams and their role inside organisations, types of teams, stages in building a working team, individual roles inside a team, team working advantages and disadvantages.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.
10	10. Talent management and strategies to resource high potential employees.	Exhibit, presentation debate, argumentation, students interaction, team working.	The students are recommended to go through courses materials previously in order to facilitate group interaction during the classes.

Bibliography

- LENGNICK-HALL, C.A., ANDRADE, L. & DRAKE, B., (2009) Strategic human resource management: The evolution of the field, Human Resource Management Review, no.19, 64-8.
- LEFTER V., DEACONU A., MARINAȘ C., NICA E., MARIN I, PUIA R. (2008), Managementul resurselor umane. Teorie și practică, ediția a doua. Editura Economică, București;
- REDDINGTON, M., WILLIAMSON, M. & WITHERS, M., (2005), Transforming HR – Creating Value through People, Elsevier Butterworth – Heinemann,
- ROBINSON, D.D85G. & ROBINSON, J.C., (2005), Strategic Business Partner-A critical role for human resources professionals. Aligning people strategies with business goals, Berret-Koehler Publishers, Inc
- STEEN, S., NOE, R., HOLLENBECK, J., GERHART, B., WRIGHT, P. (2009) Human Resource Management - Second Canadian Edition, McGraw Hill Ryerson.

8.2. S(S)	Teaching/Work methods	Recommendations for students
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1	The role of human resource management, Organising the HR department, HR activities, HR manager capabilities. Types of HR specialists.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
2	Analysing the internal potential of an organisation. Methods and techniques of human resource planning. Adapting human resource number to the needs of an organisation.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
3	Job analysis applying questionnaire and interview job analysis methods. Job description design.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
4	Curriculum Vitae and cover letter. Selection interview. Questions and recommended behaviour during a selection interview.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
5	Career choice tests. Developing an individual and organisational career plan.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
6	Analysing the assessment criteria of employees. Assessment form. Performance evaluation tools.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
7	Methods for analysing the level of motivation and satisfaction of the employees. Analysing the main components of a reward system.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
8	Potential problems and conflict sources during negotiations between unions and high management. Strategies for conflict solving inside organisations.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.
9	Efficient team building tests. Individual roles inside teams. Analysing team functioning inside organisations.	Case study, exhibit, presentation, debate, simulation, reading	Using case studies depicting various situations of human resource management practice. Students are recommended prior reading of these case studies.

Bibliography

LENGNICK-HALL, C.A., ANDRADE, L. & DRAKE, B., (2009) Strategic human resource management: The evolution of the field, Human

Resource Management Review, no.19, 64-8.
 LEFTER V., DEACONU A., MARINAȘ C., NICA E., MARIN I., PUIA R. (2008), Managementul resurselor umane. Teorie și practică, ediția a doua. Editura Economică, București;
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9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

The content is identical with the curricula of the MBA program delivered by the partner university (CNAM) and consistent with the curricula of major MBA programs from all over the world.
 In order to better adapt the content to labour market requirements, we deployed meetings with business representatives, business analysts and practitioners from the field, former students from both Romania and France.

10. Assessment

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. C(C)	Participation and involvement in the lecture with questions, comments, analysis examples, themes proposals for future debates.	It is registered the frequency and consistency of classes interaction.	10,00
10.2. S(S)	Involvement and preparation of the case studies, specific situations simulation, individual and team project involvement.	It is registered the frequency and consistency of classes interaction.	30,00
10.5. Final assessment	Open questions, tests, exercises, problems, case studies.	Analysing open questions responses, tests responses, indicators formulas, analyzing the signification, the content and the trend of these indicators, case studies	60,00
10.6. Modality of grading	Whole notes 1-10		
10.7. Minimum standard of performance	•Developing and presenting a project in the field of HRM. 2-4 students team project.		

