



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	Strategic Human Resource Planning						
2.2 Course coordinator	Cătălin-Ioan CLIPA, PhD, lecturer						
2.3 Seminar coordinator	Cătălin-Ioan CLIPA, PhD, lecturer						
2.4 Year of study	1	2.5 Semester	1	2.6 Type of evaluation*	M	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					30
Supplementary study in the library, on electronic platforms and on the field					12
Preparing seminars/laboratories, assignments, papers, portfolios and essays					10
Tutorship					-
Examination					2
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	First semester
4.2 Referring to competences	Developing a plan; thinking strategically; SWOT analysis

5. Conditions (if applicable)

5.1 For the course	For on-line classes students will need a computer with webcam and microphone and internet connection.
5.2 For the seminar / laboratory	For on-line classes students will need a computer with webcam and microphone and internet connection.



6. Specific competences accumulated

Professional competencies	<ul style="list-style-type: none">Analyze and plan HR in international enterprises from a strategic vantage point;Initiate and manage change in HR successfully;Manage international and intercultural HR processes successfully;Analyze European and international labor market policies from a strategic perspective, and design concepts of strategic change;Act as a strategic partner of the management board;Implement change processes in HR successfully;
Transversal competencies	TC1. Application of the professional ethical norms and values in decision-making and undertaking of complex professional tasks, independently or within a team.

7. Course objectives (based on specific competencies accumulated)

7.1 General objective	Students will be able to address human resource planning topics from a more strategic perspective, considering how human resource management might aid in developing competitive advantage and what might be done to fulfill this potential.
7.2 Specific objectives	After successfully finalizing this course, students will be able to: <ul style="list-style-type: none">Understand and use the basic concepts of the subject;Relate the strategic planning process with the HR;Analyse the context for strategy formulation;Manage the process of HR strategic planning.

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	Strategic Management	Interactive lecture, heuristic conversation, problem solving method	1 hour
2.	Aligning HR with Strategy	Interactive lecture, heuristic conversation, problem solving method	1 hour
3.	Environmental Influences on HRM	Interactive lecture, heuristic conversation, problem solving method	1 hour
4	Job Analysis	Interactive lecture, heuristic conversation, problem solving method	1 hour



5	The HR Forecasting Process	Interactive lecture, heuristic conversation, problem solving method	1 hour
6	Determining HR Demand	Interactive lecture, heuristic conversation, problem solving method	1 hour
7	Ascertaining HR Supply	Interactive lecture, heuristic conversation, problem solving method	1 hour
8	Succession Management	Interactive lecture, heuristic conversation, problem solving method	1 hour
9	Information Technology for HR Planning	Interactive lecture, heuristic conversation, problem solving method	1 hour
10	Downsizing and Restructuring	Interactive lecture, heuristic conversation, problem solving method	1 hour
11	Strategic International HRM	Interactive lecture, heuristic conversation, problem solving method	1 hour
12	Mergers and Acquisitions	Interactive lecture, heuristic conversation, problem solving method	1 hour
13	Outsourcing	Interactive lecture, heuristic conversation, problem solving method	1 hour
14	Evaluation of HR Programs and Policies	Interactive lecture, heuristic conversation, problem solving method	1 hour

Bibliography

Main reading:

- Belcourt, M., McBey, K., Yap, M., & Hong, Y. (2012). Strategic Human Resources Planning: Thomas Nelson Publishers.

Supplementary readings:

- Cascio, W., Boudreau, J. (2011) Investing in People: Financial Impact of Human Resource Initiatives. (2nd Ed.) Pearson Education, Inc.
- Curtis, B., Hefley, W. E., Miller, S. (2010) The People CMM: A Framework for Human Capital Management. (2nd Ed.), Pearson Education
- Millmore, M., Lewis P., Saunders, M., Thornhill, A., Morrow, T. (2007) Strategic Human Resource Management Contemporary issues. Pearson Education Ltd.

8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1.	Strategic Management	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
2.	Aligning HR with Strategy	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
3.	Environmental Influences on HRM	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
4	Job Analysis	Interactive lecture, heuristic conversation, problem solving method	0.5 hours



5	The HR Forecasting Process	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
6	Determining HR Demand	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
7	Ascertaining HR Supply	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
8	Succession Management	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
9	Information Technology for HR Planning	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
10	Downsizing and Restructuring	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
11	Strategic International HRM	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
12	Mergers and Acquisitions	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
13	Outsourcing	Interactive lecture, heuristic conversation, problem solving method	0.5 hours
14	Evaluation of HR Programs and Policies	Interactive lecture, heuristic conversation, problem solving method	0.5 hours

Bibliography

Main reading:

- Belcourt, M., Podolsky, M. (2019). Strategic Human Resources Planning: Thomas Nelson Publishers.

Supplementary readings:

- Armstrong, M. (2021) Armstrong's Handbook of Strategic Human Resource Management: Improve Business Performance through Strategic People Management, Kogan Page
- Cascio, W., Boudreau, J. (2011) Investing in People: Financial Impact of Human Resource Initiatives. (2nd Ed.) Pearson Education, Inc.
- Curtis, B., Hefley, W. E., Miller, S. (2010) The People CMM: A Framework for Human Capital Management. (2nd Ed.), Pearson Education
- Millmore, M., Lewis P., Saunders, M., Thornhill, A., Morrow, T. (2007) Strategic Human Resource Management Contemporary issues. Pearson Education Ltd.

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	Midterm exam: April 5; MC, short answer, case study	35%
		Final exam: MC, short answer, case study	35%
10.5 Seminar/ Laboratory	Applied / practical knowledge	Participating in class discussions based on readings and case studies	30%
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) for the total evaluation.			

Date,
September 14, 2022

Course coordinator,
Cătălin-Ioan CLIPA, PhD, Associate
professor

Seminar coordinator,
Cătălin-Ioan CLIPA, PhD, Associate
professor

Date of approval,
September 21, 2022

Head of department,
Ștefan-Andrei NEȘTIAN, PhD, Professor