



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		Organizational Strategy and Human Resources Management					
2.2 Course coordinator		Lecturer Luciana GUȚĂ , PhD					
2.3 Seminar coordinator		Lecturer Luciana GUȚĂ , PhD					
2.4 Year of study	1	2.5 Semester	2	2.6 Type of evaluation*	OE	2.7 Course status **	C

* MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; OE-ONGOING EVALUATION; ** 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					20
Supplementary study in the library, on electronic platforms and on the field					10
Preparing seminars/laboratories, assignments, papers, portfolios and essays					16
Tutorship					2
Examination					6
Other activities					0
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	video projector and computer in the classroom
5.2 For the seminar / laboratory	video projector and computer in the classroom



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 labour 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	Providing students with solid knowledge about the role of HRM in a modern organization. They should be able to generate and integrate organizational core competencies, to analyze the strategic issues and to create value as HR managers.
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 notions in the subject;Make the connection between HRM and organizational strategy;Identify the role of HRM in generating and integrating the core competencies of the organization;Add improvements to the process of value creation and distribution;Analyze the strategic position of the organization and integrate it with the HRM.

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	The Need for Strategic Human Resources	Interactive lecture, heuristic conversation.	4 hours
2.	Strategies for Managing and Developing Talent	Interactive lecture, heuristic conversation.	5 hours
3.	Human Resources as a Strategic Function	Interactive lecture, heuristic conversation.	3 hours
4.	Implementing Strategic Change	Interactive lecture, heuristic conversation.	2 hours



Bibliography

- Holbeche, L. (2009) *Aligning Human Resources and Business Strategy*, Second Edition, Routledge – Taylor & Francis, New York.
- Christensen, R. (2006) *Roadmap to strategic HR. Turning a Great Idea into a Business Reality*, AMACOM, New York.
- Bratton, J. and Gold, J. (2012) *Human Resource Management. Theory and Practice*, Palgrave Macmillan.
- Sanchez, R. and Heene, A. (2005) *Competence Perspectives on Managing Internal Processes. Advances in Applied Business Strategy*.
- Vanderstraeten, A. (2018) *Strategic HRM and Performance: A conceptual framework*.

8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1-7.	Reading and preparing to discuss individually or in teams materials indicated for each seminar.	Case studies, debates, group exercises, discussions/small group discussions.	7 hours

Bibliography

- Holbeche, L. (2009) *Aligning Human Resources and Business Strategy*, Second Edition, Routledge – Taylor & Francis, New York.
- Christensen, R. (2006) *Roadmap to strategic HR. Turning a Great Idea into a Business Reality*, AMACOM, New York.
- Bratton, J. and Gold, J. (2012) *Human Resource Management. Theory and Practice*, Palgrave Macmillan.
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- Vanderstraeten, A. (2018) *Strategic HRM and Performance: A conceptual framework*.

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	Team Project and Presentation (the presentation is mandatory for the assessment of the project)	50%
10.5 Seminar/ Laboratory	Applied / practical knowledge	Test Participating in class discussions/group exercises/debates based on readings, case studies, theoretical and practical topics and exercises	35% 15%



10.6 Minimal performance standard

Obtaining 5 points (out of 10) for the evaluation.

Date
22nd of September
2022

Course coordinator
Lecturer **Luciana GUȚĂ**, PhD

Seminar coordinator
Lecturer **Luciana GUȚĂ**, PhD

Date of approval in the department
22nd of September 2022

Head of Department
Professor **Ștefan-Andrei NEȘTIAN**, PhD