



## 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 Departament	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	Comparative Human Resources Studies and HRM Region-Specifics						
2.2 Course coordinator	Carmen Claudia ARUȘTEI, PhD, lecturer						
2.3 Seminar coordinator	Carmen Claudia ARUȘTEI, PhD, lecturer						
2.4 Year of study	2	2.5 Semester	3	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					14
Supplementary study in the library, on electronic platforms and on the field					15
Preparing seminars/laboratories, assignments, papers, portfolios and essays					20
Tutorship					2
Examination					3
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	Fundamentals of HRM
4.2 Referring to competences	analytical skills, intercultural sensitivity, public presentation skills

### 5. Conditions (if applicable)

5.1 For the course	Laptop, internet, videoprojector, MS Teams platform
5.2 For the seminar / laboratory	Laptop, internet, videoprojector, MS Teams platform



## 6. Specific competences accumulated

<b>Professional competencies</b>	<p>Understand and conduct comparative studies in human resource management (HRM) field.</p> <p>Knowledge and interpretation of different HRM models</p> <p>Understand HRM differences between different geographical areas, considering the context in which the activities are held.</p> <p>Analyse and plan HR in international organisation from a strategic vantage point;</p> <p>Analyse European labour market policies from a strategic perspective, and design concepts of HR strategic change;</p> <p>Act as a strategic partner of the management board</p>
<b>Transversal competencies</b>	<p>The most important methodical-analytical skills for graduates are international projects and process management, consultancy skills in international HRM, intercultural competence, leadership capability and critical thinking.</p> <p>Application of the professional ethical norms and values in decision-making</p>

## 7. Course objectives (based on specific competencies accumulated)

<b>7.1 General objective</b>	<ul style="list-style-type: none"> <li>▪ Upon completion of this course, students will have critical insights into comparative research in the field of Human Resource Management in Europe and a sound knowledge of the specifics in HRM and labour law in the regions of Europe.</li> </ul>
<b>7.2 Specific objectives</b>	<p>After successfully finalizing this course, students will be able to:</p> <ul style="list-style-type: none"> <li>▪ run comparative studies and especially to compare different regions/countries from Europe considering HRM activities;</li> <li>▪ identify the contextual elements taken into consideration when describing HRM from different European countries, like employment relations, macro factors, actors and their interests and power, resources, institutions, ideas, ideologies, identities and outcomes in the international environment.</li> <li>▪ draw conclusions out of this comparison for research and development and for practice.</li> <li>▪ compare industrial relations practices between different European countries.</li> </ul>

## 8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	Introductory course; Convergence and divergence in HRM (in Europe)	Interactive course, heuristic conversation, problem solving method	2 hours
2.	Universality of HRM. The diversity of HRM in Europe	Interactive course, heuristic conversation, problem solving method	2 hours
3.	Elementary notions regarding comparative studies in HRM: evolution, aim, frameworks, results.	Interactive course, heuristic conversation, problem solving method	2 hours
4.	HRM in European Regions	Interactive course, heuristic conversation, problem solving method	4 hours



5.	International comparative research on HRM: CRANET studies, EAPM studies	Interactive course, heuristic conversation, problem solving method	2 hours
6.	Final course – overview. Evaluation. Feedback	Interactive course, conversation, feedback	2 hours

**Bibliography**

- Brewster, Ch. and Mayrhofer, W./Farndale E. (2012/2019): Handbook of Research on Comparative Human Resource Management. Cheltenham, Edward Elgar Publish. Lim. Kabst
- Mayrhofer W., Gooderham, P.N. & Brewster, C. (2019): Context and HRM: Theory, Evidence, and Proposals, *International Studies of Management & Organization*, 0: 1–17.
- Dickmann, M.; Brewster, C.; Sparrow, P. (2016) International Human Resource Management: Contemporary HR Issues in Europe, 3rd Edition; Routledge
- Brewster, Ch, Mayerhofer, W. Morley, M. (2004): Human Resource Management in Europe: Evidence of Convergence?, Oxford: Elsevier Butterworth-Heinemann
- CRANET reports – 2005, 2011, 2017, 2023.
- Gooderham P., Nordhaug O. (2010), One European model of HRM? Cranet empirical contributions, *Human Resource Management Review*, Vol. 21, 27–36
- Parry E., Farndale E., Brewster Ch., Morley M. (2021), Balancing Rigour and Relevance: The Case for Methodological Pragmatism in Conducting Large-Scale, Multi-country and Comparative Management Studies, *British Journal of Management*, Vol. 32, 273–282.
- Reports on HRM in Romania and European countries (including CRANET)

+ Other materials (research articles, book chapters, case studies, reports, etc.) handed during the meetings

8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1.	“European HRM” vs. “HRM in Europe” debate.	debates	1 hours
2.	HRM in European Regions	Case study, debate, small group report	1 hours
3.	Country HRM profiles; comparative analyses	Case study, debate, small group report	4.5 hours
5.	Final feedback and assesement	discussions	0.5 hour

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- Brewster, Ch. and Mayrhofer, W./Farndale E. (2012/2019): Handbook of Research on Comparative Human Resource Management. Cheltenham, Edward Elgar Publish. Lim. Kabst
- Dickmann, M.; Brewster, C.; Sparrow, P. (2016) International Human Resource Management: Contemporary HR Issues in Europe, 3rd Edition; Routledge
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- Brewster, Ch, Mayerhofer, W. Morley, M. (2004): Human Resource Management in Europe: Evidence of Convergence?, Oxford: Elsevier Butterworth-Heinemann
- Scholz C., Böhm, H. (2008): Human Resource Management in Europe, New York: Routledge
- CRANET reports – 2005, 2011, 2017, 2022
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- CRANET Reports – starting 2012 up till 2023.

+ Other materials (research articles, book chapters, case studies, reports, etc.) handed during the meetings

### 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 Cultural sensitivity	<ul style="list-style-type: none"><li>• During the semester activity: reading and discussing recommended materials, solving case studies,</li></ul>	10%
10.5 Seminar/ Laboratory	Cultural sensitivity Competences in comparative studies	<ul style="list-style-type: none"><li>• During the semester activity: reading and discussing recommended materials, solving case studies,</li></ul>	15%
		<ul style="list-style-type: none"><li>• team project (80% content and 20% presentation)</li></ul>	35%
		<ul style="list-style-type: none"><li>• exam</li></ul>	40%
10.6 Minimal performance standard			
Obtaining 5 grade (out of 10) for the final evaluation (exam) and 5 grade for the entire course.			

**Date**  
27.09.2023

**Course coordinator**  
**Carmen Claudia ARUȘTEI**, Ph.D.,  
lecturer

**Seminar coordinator**  
**Carmen Claudia ARUȘTEI**,  
Ph.D., lecturer

Date of approval in the department  
28.09.2023

**Head of department**

**Andrei Ștefan NEȘTIAN**, PhD., Professor