



**SYLLABUS**  
**HUMAN RESOURCE MANAGEMENT**  
Academic year 2025-2026

**1. Information regarding the program**

1.1. Higher education institution	Universitatea Babeș Bolyai
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study programme/Qualification	Business Administration /Bachelor in Economic Studies
1.7. Form of education	Full time

**2. Information regarding the discipline**

2.1. Name of the discipline		Human Resource Management				Discipline code	ILE0025	
2.2. Course coordinator		Lect. Univ. Dr. Emanuel-Emil Savan						
2.3. Seminar coordinator		Lect. Univ. Dr. Emanuel-Emil Savan						
2.4. Year of study	2	2.5. Semester	4	2.6. Type of evaluation	E	2.7. Discipline regime	Mandatory	

**3. Total estimated time (hours/semester of didactic activities)**

3.1. Hours per week	4	of which: 3.2 course	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	56	of which: 3.5 course	28	3.6 seminar/laboratory	28
<b>Time allotment for individual study (ID) and self-study activities (SA)</b>					<b>hours</b>
Learning using manual, course support, bibliography, course notes (SA)					18
Additional documentation (in libraries, on electronic platforms, field documentation)					18
Preparation for seminars/labs, homework, papers, portfolios and essays					18
Tutorship					2
Evaluations					2
Other activities:					11
<b>3.7. Total individual study hours</b>					<b>69</b>
<b>3.8. Total hours per semester</b>					<b>125</b>
<b>3.9. Number of ECTS credits</b>					<b>5</b>

**4. Prerequisites (if necessary)**

4.1. curriculum	-
4.2. competencies	-

**5. Conditions (if necessary)**

5.1. for the course	Students will attend lectures and seminars whit mobile closed. Students are expected to contribute to course through short interventions or specific questions. They are also required to go through the materials given by the teacher.
5.2. for the seminar /lab activities	The deadlines for the seminar tasks are jointly established with the students. Deferrals are not accepted.



### 6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none"><li>• C5.1. Identifying and describing the concepts of planning, organizing, coordinating and control for the human resource activities</li><li>• C5.3. Solving problems/contexts specific for human resources, like recruitment, selection, motivation, reward, working schedule, training.</li></ul>
Transversal competencies	<ul style="list-style-type: none"><li>• CT2. Implementing ethical principles, norms and values within one's own rigorous, efficient, and responsible strategy of work</li></ul>

### 6.2. Learning outcomes

Knowledge	<ul style="list-style-type: none"><li>• The graduate demonstrates the possession of a set of general knowledge on how to plan and manage human resources, and how to motivate employees and monitor activities.</li><li>• To learn the concepts related to human resource management</li><li>• To describe the understand the logic of HR activity</li></ul>
Skills	<ul style="list-style-type: none"><li>• The graduate is able to analyse the organisational environment so that the business can adapt to the requirements and challenges they identified; the graduate can recommend appropriate strategies, techniques, and methods for solving management problems related to its core functions.</li><li>• Build abilities to form and develop a team using team development stages and team roles</li></ul>
Responsibility and autonomy:	<ul style="list-style-type: none"><li>• The graduate is able to make decisions according to their position and to take responsibility towards higher hierarchical levels.</li><li>• Using the main theories regarding change management to understand organizational dynamics.</li></ul>



## 7. Objectives of the discipline (outcome of the acquired competencies)

<b>7.1 General objective of the discipline</b>	To familiarize students with the terminology, concepts and specific human resource management tools
<b>7.2 Specific objective of the discipline</b>	<ul style="list-style-type: none"> <li>To learn the concepts related to human resource management</li> <li>To describe the understand the logic of HR activity</li> <li>To introduce students to job analysis, job design and job description</li> <li>To discuss the main aspects of recruiting and selecting personnel</li> <li>To describe the legal aspects of HRM and equal opportunity concept</li> <li>To introduce students to career management</li> </ul>

## 8. Content

8.1 Course	Teaching methods	Remarks
Course description and assessment	Interactive lecture	1 course
Introductory concepts to HRM	Interactive lecture and multimedia materials	2 courses
Career management	Interactive lecture and multimedia materials	2 course
Personal marketing	Interactive lecture and multimedia materials	1 course
Job analysis and job design	Interactive lecture and multimedia materials	1 course
HR Recruitment	Interactive lecture and multimedia materials	3 courses
HR Selection	Interactive lecture and multimedia materials	2 courses
Training and Development	Interactive lecture and multimedia materials	1 course
Recap for the final exam	Interactive lecture	1 course
<b>Bibliography</b> 1. Gary Dessler (2020). Fundamentals of Human Resource Management, 5th edition, Pearson 2. Raymond Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, (2018). Fundamentals of Human Resource Management, 7th Edition, McGraw-Hill Irwin 3. Derek Torrington, Laura Hall, Stephen Taylor and Carol Atkinson (2020). Human Resource Management, 11th edition, Pearson 4. Adrian Wilkinson & Tom Redman, (2013) Contemporary Human Resource Management. Texts and Cases. 4th edition. Pearson (Mandatory chapters: Chapter 13. Understanding and Managing Careers in Changing Contexts) 5. Armstrong M, (2012) A Handbook of Human Resource Management Practice, 12th Edition, Kogan Page 6. David A. DeCenzo and Stephen P. Robbins, (2010), Fundamentals of Human Resource Management, John Willey & Sons, Inc.		
8.2 Seminar / laboratory	Metode de predare	Observații
Portfolio description	Discussions regarding the portfolio	1 seminar
Introductory concepts to HRM	Case study, group work and debate	2 seminars
Career management	Individual work and debate	2 seminars
Job analysis and job design	Case study, group work and debate	1 seminar
Personal marketing	Case study, group work and debate	1 seminar
HR Recruitment - sources	Group work and debate	1 seminar
HR Recruitment - methods	Case study, group work and debate	1 seminar
HR Recruitment - message	Case study, group work and debate	1 seminar
HR Selection - Selection steps	Case study, group work and debate	1 seminar
HR Selection - Interview	Case study, group work and debate	1 seminar
Training and Development	Case study, group work and debate	1 seminar
Exam simulation	Simulation	1 seminar



#### Bibliography

1. Gary Dessler (2020). Fundamentals of Human Resource Management, 5th edition, Pearson
2. Raymond Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, (2018). Fundamentals of Human Resource Management, 7th Edition, McGraw-Hill Irwin
3. Derek Torrington, Laura Hall, Stephen Taylor and Carol Atkinson (2020). Human Resource Management, 11th edition, Pearson
4. Adrian Wilkinson & Tom Redman, (2013) Contemporary Human Resource Management. Texts and Cases. 4th edition. Pearson (Mandatory chapters: Chapter 13. Understanding and Managing Careers in Changing Contexts)
5. Armstrong M, (2012) A Handbook of Human Resource Management Practice, 12th Edition, Kogan Page
6. David A. DeCenzo and Stephen P. Robbins, (2010), Fundamentals of Human Resource Management, John Willey & Sons, Inc.



## 9. Corroborating the content of the discipline with the expectations of the epistemic community, professional associations and representative employers within the field of the program

The discipline is always renewed considering the novelties in the field: new standards and practices concerning leadership at international level. Organizational improvement and the usage of leadership tools are presented considering the newest and the most relevant cases from international and local practice

## 10. Evaluation

- The same evaluation criteria are maintained for all exams sessions. The components of the evaluation process carried out during the semester cannot be recovered/redone in the examination sessions.
- To be able to accumulate the points obtained during the semester, it is mandatory to obtain a minimum of 5 (five) in the final exam (written/oral).

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	The ability to support their opinions and to provide relevant arguments in a logical manner.	<b>Written exam (in the exam session period)</b>  In order to consider the grade from the portfolio and seminar activity, students have to score at least 5 (five) at the final exam (25% out of 50% of allotted points). Passing grade for the course cannot be obtained if the exam is not passed (5 out of 10).	50%
	Ability to analyse a HRM case trough the lenses of the lectures and readings		
10.5 Seminar/laboratory	<ul style="list-style-type: none"><li>• Ability to apply the concepts and tools discussed during seminars and lectures to real cases</li><li>• Ability to develop a career management essay, a job description, and a resume</li><li>• Understanding the main concepts discussed during the seminars.</li><li>• Actively take part in all classes, involve in case study discussions and exercises during seminars</li></ul>	<b>Portfolio (evaluated through the semester)</b>	40%
		<b>Seminar activity (evaluated through the semester)</b>	10%
10.6 Minimum standard of performance			
<ul style="list-style-type: none"><li>• Understand the basic concepts</li><li>• Apply the knowledge to specific case studies</li></ul>			



### 11. Labels ODD (Sustainable Development Goals)<sup>1</sup>

	General label for Sustainable Development						

**Date:**  
03.04.2025

**Signature of course coordinator**  
Lect. Univ. Dr. Emanuel-Emil Savan

**Signature of seminar coordinator**  
Lect. Univ. Dr. Emanuel-Emil Savan

**Date of approval:**  
10.04.2025

**Signature of the head of department**  
Conf. Univ. Dr. Marius Bota

<sup>1</sup> Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for *Sustainable Development* – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.