



SYLLABUS

International 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	Master
1.6. Study programme/Qualification	International Business Administration /Master
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline		International Human Resource Management				Discipline code		IME0008			
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		1	2.5. Semester		2	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	3	of which: 3.2 course	2	3.3 seminar/laboratory	1
3.4. Total hours in the curriculum	42	of which: 3.5 course	28	3.6 seminar/laboratory	14
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					35
Additional documentation (in libraries, on electronic platforms, field documentation)					24
Preparation for seminars/labs, homework, papers, portfolios and essays					35
Tutorship					2
Evaluations					2
Other activities:					10
3.7. Total individual study hours					108
3.8. Total hours per semester					150
3.9. Number of ECTS credits					6

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">C1. In-depth knowledge and systematic use of the set of information resulting from the theoretical, methodological, legislative, and practical developments specific to business administration at international level
Transversal competencies	<ul style="list-style-type: none">CT2. Identification of roles and responsibilities in a team and their application within companies

6.2. Learning outcomes

Knowledge	<ul style="list-style-type: none">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.To learn the concepts related to human resource managementTo describe the understand the logic of HR activity
Skills	<ul style="list-style-type: none">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.Build abilities to form and develop a team using team development stages and team roles
Responsibility and autonomy:	<ul style="list-style-type: none">The graduate is able to make decisions according to their position and to take responsibility towards higher hierarchical levels.Using the main theories regarding change management to understand organizational dynamics.



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

7.1 General objective of the discipline	Understanding human resource management activities in the international environment.
7.2 Specific objective of the discipline	<ul style="list-style-type: none"> • Understand the multicultural and international approach to HRM • Analyse the role of the culture and leadership in the IHRM practices • Analyse and design a job according to the targeted clients • Translate the marketing theories and tools to IHRM practices • Design advance recruiting and selection strategies • Use the marketing principles in IHRM practices • Understand the legal and ethical background surrounding IHRM practices.

8. Content

8.1 Course	Teaching methods	Remarks
Course description and assessment system	Interactive lecture	1 course
Introductory concepts for IHRM	Interactive lecture and multimedia material	1 course
Basic HRM activities: job design, recruitment and selection	Interactive lecture and multimedia material	2 courses
Expatriation	Interactive lecture and multimedia material	1 course
IHRM and leadership	Interactive lecture and multimedia material	1 course
IHRM and marketing	Interactive lecture and multimedia material	2 course
IHRM and culture	Interactive lecture and multimedia material	2 courses
Competing for employees – IHRM strategies	Interactive lecture and multimedia material	1 course
Ethical and legal issues in IHRM	Interactive lecture and multimedia material	1 course
IHRM practices	Team projects analysis, feedback, and debate	2 courses

Bibliography

1. Chris Brewster, Elisabeth Houldsworth, Paul Sparrow, and Guy Vernon, (2016). International Human Resource Management, 4th Edition, The Chartered Institute of Personnel and Development (CIPD)
2. Daniel Wintersberger, (2017). International Human Resource Management. A case Study Approach, Kogan Page
3. Wilkinson, A., Redman, T., and Dunon, T., (2017) Contemporary Human Resource Management. Text and Cases, 5th Edition, Pearson
4. Collings, D.G., Scullion, H., Caliguri, P.M, (2019) Global Talent Management, Second Edition, Routledge.
5. Storey, J., Ulrich, D., and Wright, P.M., (2019) Strategic Human Resource Management. A Research Overview, Routledge
6. Taylor, Stephen, 2011. Contemporary Issues in Human Resource Management, CIPD
7. David G. Collings, Geoffrey T. Wood, Paula M. Caligiuri, (2015) The Routledge Companion to International Human Resource Management, Routledge.
8. David Lewis, Malcom Sargent and Ben Schwab, (2011). Employment Law: The Essentials, The Chartered Institute of Personnel and Development (CIPD).
9. Raymond Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, (2018). Fundamentals of Human Resource Management, 7th Edition, McGraw-Hill Irwin

8.2 Seminar / laboratory	Metode de predare	Observații
Course description and assessment system	Group discussions	1 seminar
Introductory concepts for IHRM	Group work, debate, case studies	1 seminar
Basic HRM activities: job design, recruitment and selection	Group work, debate, case studies	2 seminars
Expatriation	Group work, debate, case studies	1 seminar
IHRM and leadership	Group work, debate, case studies	1 seminar



IHRM and marketing	Group work, debate, case studies	2 seminars
IHRM and culture	Group work, debate, case studies	2 seminars
Competing for employees – IHRM strategies	Group work, debate, case studies	1 seminar
Ethical and legal issues in IHRM	Group work, debate, case studies	1 seminar
IHRM practices	Team projects analysis, feedback, and debate	2 courses

Bibliography

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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	<ul style="list-style-type: none"> • Understanding the specialized concepts; • Correct use of specialized knowledge; • Consistency and logical thinking. 	<p>Written exam (in the exam session period)</p> <p>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).</p>	50%
10.5 Seminar/laboratory	<ul style="list-style-type: none"> • Ability to apply the learned specialized concepts to the labour market environment; • Evaluation and analytical skills; • Ability to work in team. 	Portfolio (evaluated through the semester)	50%
10.6 Minimum standard of performance			
<ul style="list-style-type: none"> • Understand the basic concepts • Apply the knowledge to specific case studies 			

11. Labels ODD (Sustainable Development Goals)¹

¹ 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.”.



 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