



SYLLABUS

Human resources strategies

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	Business Administration in International Hospitality and Tourism/Master
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline		Human resources strategies				Discipline code		IME0076			
2.2. Course coordinator			Lect. Elisabeta Butoi, PhD								
2.3. Seminar coordinator			Lect. Elisabeta Butoi, PhD								
2.4. Year of study		II	2.5. Semester		4	2.6. Type of evaluation		E	2.7. Discipline regime		optional

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

3.1. Hours per week	2	of which: 3.2 course	1	3.3 seminar/laboratory	1
3.4. Total hours in the curriculum	28	of which: 3.5 course	14	3.6 seminar/laborator	14
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					30
Additional documentation (in libraries, on electronic platforms, field documentation)					20
Preparation for seminars/labs, homework, papers, portfolios and essays					30
Tutorship					2
Evaluations					8
Other activities:					7
3.7. Total individual study hours					97
3.8. Total hours per semester					125
3.9. Number of ECTS credits					5

4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-

5. Conditions (if necessary)

5.1. for the course	• Students must contribute to the course through short interventions or specific questions. They must also go through the materials indicated by the teacher.
5.2. for the seminar /lab activities	The dates established for all forms of evaluation along the way are fixed; failure to comply with them leads to the loss of the corresponding score.

6.1. Specific competencies acquired



Professional/essential competencies	<ul style="list-style-type: none">C3. Ability to identify and diagnose the influences of global economic, political, cultural, and environmental factors specific to the hospitality and tourism sector, both internationally and locally.
Transversal competencies	<ul style="list-style-type: none">CT1. Application of professional ethics norms and values specific to the hospitality and tourism field

6.2. Learning outcomes

Knowledge	<ul style="list-style-type: none">The student demonstrates that he/she has a set of general knowledge regarding human resources planning and management, employee motivation, and monitoring of activities.The student can explain concepts related to human resources management.The student can describe and understand the logic of human resources activities.
Skills	<ul style="list-style-type: none">The student can analyze the organizational environment so that the business can adapt to the identified requirements and challenges; he can recommend appropriate strategies, techniques and methods for solving management problems related to the basic functions of the organization.The student can develop skills for the formation and development of a team, using the stages of team development and the roles within it.
Responsibility and autonomy:	<ul style="list-style-type: none">The student is able to make decisions based on the position held and to assume responsibility towards higher hierarchical levels.The student is able to use the main theories of change management to understand organizational dynamics.

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

7.1 General objective of the discipline	Familiarize students with the terminology and tools specific to the discipline
7.2 Specific objective of the discipline	<ul style="list-style-type: none">Use of concepts specific to HR strategiesDescribe and understand the logic of HR activitiesUse of case study analysis tools and propose HR strategies that solve problems or capitalize on identified opportunities.

8. Content

8.1 Course	Teaching methods	Remarks
Course presentation and evaluation system	interactive discussion, questioning, heuristic conversation	1 lecture



The logic of HR activities	interactive discussion, questioning, heuristic conversation	1 lecture
Causality in HR – case study analysis	interactive discussion, questioning, heuristic conversation	1 lecture
Identifying problems in HR: definition, actors, problem tree, solutions	interactive discussion, questioning, heuristic conversation	1 lecture
HR strategies and the marketing	interactive discussion, questioning, heuristic conversation	1 lecture
HR strategies and leadership	interactive discussion, questioning, heuristic conversation	1 lecture
Change process in HR	interactive discussion, questioning, heuristic conversation	1 lecture

Bibliography

1. Storey, J., Ulrich, D., and Wright, P.M., (2019) Strategic Human Resource Management. A Research Overview, Routledge
2. Ashish, M. ed. (2018) Strategic Human Resource Management and Employment Relations. An International Perspective, Springer
3. Armstrong, M. (2021) Armstrong's Handbook of Strategic Human Resource Management Improve Business Performance through Strategic People Management by Michael Armstrong, 7th Edition, Kogan Pages,
4. Chris Brewster, Elisabeth Houldsworth, Paul Sparrow, and Guy Vernon, (2016). International Human Resource Management, 4th Edition, The Chartered Institute of Personnel and Development (CIPD)
5. Butoi E., (2022), Managementul schimbării pentru orientarea organizațiilor spre inovarea continua (Change management to guide organizations towards continuous innovation), PRESA UNIVERSITARĂ CLUJEANĂ, ISBN 978-606-37-1699-7
6. Collings, D.G., Scullion, H., Caliguri, P.M, (2019) Global Talent Management, Second Edition, Routledge.
7. David G. Collings, Geoffrey T. Wood, Paula M. Caligiuri, (2015) The Routledge Companion to International Human Resource Management, Routledge.
8. Taylor, Stephen, 2011. Contemporary Issues in Human Resource Management, CIPD
9. Wilkinson, A., Redman, T., and Dunon, T., (2017) Contemporary Human Resource Management. Text and Cases, 5th Edition, Pearson
10. Dave Ulrich and Norm Smallwood (2007) Building a leadership Brand, in Harvard Business Review
11. Wickham and Wayne. (2009) Developing Employer of Choice Status. Exploring an Employment Marketing Mix. In Organizational Development Journal

8.2 Seminar / laboratory	Metode de predare	Observații
Introduction and overview – expectations, course goals, syllabus. Project Teams set up and topics.	Exercise and case study analysis	1 seminar
The logic of HR activities	Exercise and case study analysis	1 seminar
Causality in HR – case study analysis	Exercise and case study analysis	1 seminar
Identifying problems in HR: definition, actors, problem tree, solutions	Exercise and case study analysis	1 seminar
HR strategies and the marketing	Exercise and case study analysis	1 seminar
HR strategies and leadership	Project activity	1 seminar
Change process in HR	Project presentation	1 seminar

Bibliography

1. Storey, J., Ulrich, D., and Wright, P.M., (2019) Strategic Human Resource Management. A Research Overview, Routledge



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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

In order to establish the content of the discipline, documentary research was conducted on the content of similar disciplines taught at other universities abroad. In order to adapt the content of the discipline to the requirements of the labor market, meetings were held with representatives of the business environment.

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">correctly applying the learned notions.identifying the correct solutions.	Final Written Exam (multiple choice quiz)	40%
10.5 Seminar/laboratory	<ul style="list-style-type: none">correctly applying the learned notionspractical utilization of learned notions	Assignments (min.3 tasks/essays)	30%
	<ul style="list-style-type: none">applying the methods and research toolsapplying the specific theoretical notionspractical skills in the field	Project	30%
10.6 Minimum standard of performance			
<ul style="list-style-type: none">knowledge of basic notions and their application to practical situations.Interpretation of obtained results.			



11. Labels ODD (Sustainable Development Goals)¹

	General label for Sustainable Development							

Date:
27.03.2025

Signature of course coordinator
Lect. Elisabeta Butoi, PhD

Signature of seminar coordinator
Lect. Elisabeta Butoi, PhD

Date of approval:
10.04.2025

Signature of the head of department
Assoc. Prof. Marius Bota, PhD

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.”.