



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
Time allotment for individual study (ID) and self-study activities (SA)					hours
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
3.7. Total individual study hours					69
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 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	• C4.1. Identifying and describing the concepts of planning, organizing, coordinating and control for the human resource activities • C4.3. Solving various human resource-specific problems/ situations: recruitment, selection, motivation, payroll, work schedule, and training.
Transversal competencies	• CT1. Implementation of ethical principles, norms, and values within one's own rigorous, effective, and responsible working strategy.

6.2. Learning outcomes

Knowledge	• The student acquires relevant knowledge for the professionalization of activities in the field of human resources, based on the analysis of core concepts, methods, techniques, and instruments in this field, with a view to optimally carrying out the processes of recruitment, selection, and motivation of human resources within an organization.
Skills	• The student develops skills related to the recruitment, selection, and motivation of human resources within an organization, workforce planning, as well as the evaluation of human resource performance in an organization.
Responsibility and autonomy:	• The student demonstrates the ability to conduct analyses and studies in the field of human resources (including job analysis and job descriptions) and to plan workforce requirements within an organization, based on performing the role of human resources manager.



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

7.1 General objective of the discipline	To familiarize students with the terminology, concepts and specific human resource management tools
7.2 Specific objective of the discipline	- To learn the concepts related to human resource management - To describe the understand the logic of HR activity - To introduce students to job analysis, job design and job description - To discuss the main aspects of recruiting and selecting personnel - To describe the legal aspects of HRM and equal opportunity concept - To introduce students to career management

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
Bibliography - Gary Dessler (2020). Fundamentals of Human Resource Management, 5th edition, Pearson - Raymond Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, (2018). Fundamentals of Human Resource Management, 7th Edition, McGraw-Hill Irwin - Derek Torrington, Laura Hall, Stephen Taylor and Carol Atkinson (2020). Human Resource Management, 11th edition, Pearson - 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) - Armstrong M, (2012) A Handbook of Human Resource Management Practice, 12th Edition, Kogan Page - 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 Wiley & 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.	Written exam (in the exam session period) 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	• Ability to apply the concepts and tools discussed during seminars and lectures to real cases • Ability to develop a career management essay, a job description, and a resume • Understanding the main concepts discussed during the seminars. • Actively take part in all classes, involve in case study discussions and exercises during seminars	Portfolio (evaluated through the semester)	40%
		Seminar activity (evaluated through the semester)	10%
10.6 Minimum standard of performance			
• Understand the basic concepts • Apply the knowledge to specific case studies			



11. Labels ODD (Sustainable Development Goals)¹

	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

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.”.