



COURSE DESCRIPTION

Human Resources Management

Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field	Business Administration
1.5. Level of study	Bachelor
1.6. Degree programme / Qualification	Business Administration in Hospitality Services/Bachelor in Economic Studies
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Human Resources Management			Discipline code	ILE0025
2.2. Course coordinator	Lect. Emanuel-Emil Săvan, PhD				
2.3. Seminar coordinator	Lect. Emanuel-Emil Săvan, PhD				
2.4. Year of study	2	2.5. Semester	4	2.6. Type of assessment	Exam
2.7. Course status	Compulsory			2.8. Course type	Field-specific subject (DD)

3. Total estimated time (hours per semester of teaching activities)

3.1. Number of hours per week	4	of which: 3.2. course	2	3.3. seminar/ laboratory/ project	2
3.4. Total of hours in the curriculum	56	of which: 3.5. course	28	3.6. seminar/ laboratory	28
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					18
Additional research in the library, on subject-specific electronic platforms, and on-site					18
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					18
Tutoring (professional guidance)					2
Examinations					2
Other activities					11
3.7. Total hours of individual study (IS) and self-taught activities (ST)				69	
3.8. Total hours per semester				125	
3.9. Number of credits				5	

4. Prerequisites (where applicable)

4.1. curriculum-related	–
4.2. skills-related	–

5. Specific conditions (where applicable)

5.1. course-related	• Students will attend lectures and seminars with their mobile phones switched off. • Students are expected to contribute to the course through brief interventions or specific questions. They are also required to study the materials indicated by the teaching staff.
5.2. seminar/laboratory-related	• Deadlines established for all forms of continuous assessment are fixed; failure to meet them results in the loss of the corresponding points.

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC5	Providing assistance in business human resources management
Transversal competencies	
Competency code	Competency
TC1	Implementing professional and ethical principles, norms and values within one's own rigorous, efficient and responsible strategy of work

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC5	16. The graduate demonstrates the possession of a set of general knowledge of how to manage human, material, and financial resources, as well as customer relations with companies operating in the hospitality industry.	16. The graduate is able to analyse the organisational environment and apply specific methods and techniques for the management of human, material, and financial resources, as well as of customer relationships with companies operating in the hospitality industry.
TC1	16. The graduate demonstrates the possession of a set of general knowledge of how to manage human, material, and financial resources, as well as customer relations with companies operating in the hospitality industry.	16. The graduate is able to analyse the organisational environment and apply specific methods and techniques for the management of human, material, and financial resources, as well as of customer relationships with companies operating in the hospitality industry.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student explains the role, objectives, and main functions of human resources management within hospitality organizations.
2. The student describes the principles and methods of job analysis, job design, and job-description development for hospitality positions.
3. The student explains workforce planning and the main stages, sources, and methods of recruitment and selection in hospitality services.
4. The student explains the principles of employee motivation, career management, training and development, and performance management in hospitality organizations.
Specific academic skills
1. The student conducts a job analysis and prepares a clear and coherent job description for a hospitality position.
2. The student designs and justifies appropriate recruitment and selection processes for specific hospitality contexts.
3. The student develops career-management materials, including a résumé, and analyses human-resource cases from hospitality organizations using professional and ethical criteria.

8. Contents

8.1. Course	Teaching and learning methods	Remarks
Course introduction and assessment methods	Interactive lecture	1 course
Introductory concepts in HRM	Interactive lecture and multimedia materials	2 courses
Career management	Interactive lecture and multimedia materials	2 courses
Personal marketing	Interactive lecture and multimedia materials	1 course
Job analysis and job design	Interactive lecture and multimedia materials	1 course
Human resource recruitment	Interactive lecture and multimedia materials	3 courses
Human resource selection	Interactive lecture and multimedia materials	2 courses
Training and development	Interactive lecture and multimedia materials	1 course
Final examination review	Interactive lecture	1 course
Bibliography		
1. Dessler, G. (2020), Fundamentals of Human Resource Management, 5th Edition, Pearson. 2. Noe, R., Hollenbeck, J. R., Gerhart, B. and Wright, P. M. (2018), Fundamentals of Human Resource Management, 7th Edition, McGraw-Hill Irwin. 3. Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2020), Human Resource Management, 11th Edition, Pearson. 4. Wilkinson, A. and Redman, T. (2013), Contemporary Human Resource Management: Texts and Cases, 4th Edition, Pearson. Mandatory reading: 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. DeCenzo, D. A. and Robbins, S. P. (2010), Fundamentals of Human Resource Management, John Wiley & Sons, Inc.		
8.2. Seminar / laboratory	Teaching and learning methods	Remarks
Portfolio presentation	Portfolio briefing and discussion	1 seminar
Introductory concepts in 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
Recruitment sources	Group work and debate	1 seminar
Recruitment methods	Case study, group work and debate	1 seminar
Recruitment message	Case study, group work and debate	1 seminar
Selection stages	Case study, group work and debate	1 seminar
Selection interview	Case study, group work and debate	1 seminar
Training and development	Case study, group work and debate	1 seminar
Mock examination	Simulation	1 seminar
Bibliography		
1. Dessler, G. (2020), Fundamentals of Human Resource Management, 5th Edition, Pearson. 2. Noe, R., Hollenbeck, J. R., Gerhart, B. and Wright, P. M. (2018), Fundamentals of Human Resource Management, 7th Edition, McGraw-Hill Irwin. 3. Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2020), Human Resource Management, 11th Edition, Pearson. 4. Wilkinson, A. and Redman, T. (2013), Contemporary Human Resource Management: Texts and Cases, 4th Edition, Pearson. Mandatory reading: 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. DeCenzo, D. A. and Robbins, S. P. (2010), Fundamentals of Human Resource Management, John Wiley & Sons, Inc.		

9. 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).

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4. Course	Ability to understand and explain the fundamental concepts, theories, and methods of human resources management and to use them appropriately in professional communication. Ability to analyse and interpret human-resources cases using the concepts and readings discussed during the course.	Written examination (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%
9.5. Seminar/ laboratory	Ability to apply human-resources concepts and tools to practical situations and to prepare a career-management essay, a job description, and a résumé.	Portfolio (evaluated through the semester)	40%
	Understanding the concepts discussed during seminars and participating actively in case-study discussions and practical exercises.	Seminar activity (evaluated through the semester)	10%
9.6 Minimum standard for passing			
• A minimum grade of 5 (five) in the written examination is required before the portfolio and seminar-activity points can be added to the final grade. • Knowledge of the fundamental concepts of human resources management and the ability to apply them to specific case studies.			

10. SDG labels (Sustainable Development Goals)¹

								
1 FĂRĂ SĂRĂCIE	2 FOAMETE „ZERO”	3 SĂNĂTATE ȘI BÎNĂSTĂRE	4 EDUCATIE DE CALITATE	5 EGALITATE DE GEN	6 APA CURĂȚĂ ȘI SĂNĂTATE	7 ENERGIE CURĂȚĂ ȘI LA PREȚURI ACCESIBILE	8 MUNCĂ DECENTĂ ȘI CREȘTERE ECONOMICĂ	9 INDUSTRIE, INOVAȚIE ȘI INFRASTRUCTURĂ
			X				X	
10 INEGALITĂȚI REDUSE	11 ORĂȘE ȘI COMUNITĂȚI DURABILE	12 CONSUM ȘI PRODUCȚIE RESPONSABILE	13 ACȚIUNE CLIMATICĂ	14 VIAȚĂ ACVATICĂ	15 VIAȚĂ TERESTRĂ	16 PACE, JUSTIȚIE ȘI INSTITUȚII EFICIENTE	17 PARTENERIAȚE PENTRU REALIZAREA OBIECTIVELOR	No label applies

¹ Select a single label which, according to the [Implementation of SDG labels in the academic process](#), best matches the subject. If the subject addresses sustainable development in a generic manner (i.e. by presenting/introducing the general framework of sustainable development, etc.), then the Sustainable Development generic label may be applied. If none of the labels describe the subject, select the last option: “No label applies.”

Date of entry:	Signature of course coordinator	Signature of seminar coordinator
22.05.26	Lect. Emanuel-Emil Săvan, PhD	Lect. Emanuel-Emil Săvan, PhD
Date of approval in the department:	Signature of the head of department	
27.05.26	Assoc. Prof. Marius BOTA, PhD	