



COURSE DESCRIPTION
International Human Resource 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	Master
1.6. Degree 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. Emanuel-Emil Savan, PhD				
2.3. Seminar coordinator	Lect. Emanuel-Emil Savan, PhD				
2.4. Year of study	1	2.5. Semester	2	2.6. Type of assessment	Exam
2.7. Course status	Compulsory			Mandatory	Specialisation subject

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

3.1. Number of hours per week	3	of which: 3.2. course	2	3.3. seminar/ laboratory/ project	1
3.4. Total of hours in the curriculum	42	of which: 3.5. course	28	3.6. seminar/ laboratory	14
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					35
Additional research in the library, on subject-specific electronic platforms, and on-site					24
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					35
Tutoring (professional guidance)					2
Examinations					2
Other activities					10
3.7. Total hours of individual study (IS) and self-taught activities (ST)				108	
3.8. Total hours per semester				150	
3.9. Number of credits				6	

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 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. seminar/laboratory-related	The deadlines for the seminar tasks are jointly established with the students. Deferrals are not accepted.

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC1	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	
Competency code	Competency
TC2	Identification of roles and responsibilities in a team and their application within companies

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC1	2. The graduate has in-depth knowledge of how to plan and manage human, material, and financial resources, how to motivate employees and monitor activities, as well as how to manage customer relationships with companies operating in various sectors.	2.The graduate has a high ability to use complex techniques and tools to analyse the organisational environment so that the business can adapt to the identified requirements and challenges identified; the graduate is able to analyse complex contexts and identify, recommend, and implement advanced strategies, techniques, and methods for solving business management related problems.
TC2	2. The graduate has in-depth knowledge of how to plan and manage human, material, and financial resources, how to motivate employees and monitor activities, as well as how to manage customer relationships with companies operating in various sectors.	2.The graduate has a high ability to use complex techniques and tools to analyse the organisational environment so that the business can adapt to the identified requirements and challenges identified; the graduate is able to analyse complex contexts and identify, recommend, and implement advanced strategies, techniques, and methods for solving business management related problems.

7. Subject-specific learning outcomes

Knowledge and understanding
1. Explains the main activities and terminology of international HRM.
2. Describes the influence of national culture and leadership on HR practices.
3. Explains international recruitment, selection, expatriation and talent management.
4. Identifies legal and ethical issues in cross-border employment.
Specific academic skills
1. Designs a job profile and recommends recruitment and selection methods for an international role.
2. Analyses multicultural HR cases and develops evidence-based recommendations.
3. Works effectively in a team and presents an international HRM project.

8. Contents

8.1. Course	Teaching and learning 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 courses
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	Teaching and learning methods	Remarks
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 seminars
Bibliography		

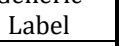
1. Chris Brewster, Elisabeth Houldsworth, Paul Sparrow, and Guy Vernon, (2016). International Human Resource Management, 4th Edition, The Chartered Institute of Personnel and Development (CIPD)
2. Daniel Wintersberger, (2017). International Human Resource Management. A case Study Approach, Kogan Page
3. Wilkinson, A., Redman, T., and Dunon, T., (2017) Contemporary Human Resource Management. Text and Cases, 5th Edition, Pearson
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5. Storey, J., Ulrich, D., and Wright, P.M., (2019) Strategic Human Resource Management. A Research Overview, Routledge
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8. David Lewis, Malcom Sargent and Ben Schwab, (2011). Employment Law: The Essentials, The Chartered Institute of Personnel and Development (CIPD).
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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	• Understanding the specialized concepts; • Correct use of specialized knowledge; • Consistency and logical thinking.	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%
9.5. Seminar/ laboratory	• 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%
9.6 Minimum standard for passing			
Understand the basic concepts and apply them to case studies; obtain at least 5/10 in the final written examination.			

10. SDG labels (Sustainable Development Goals)¹

		Sustainable Development Generic Label						
								
			X	X				
								Sustainable Development Generic Label
			X					

Date of entry:

22.05.26

Signature of course coordinator

Lect. Emanuel-Emil Savan, PhD

Signature of seminar coordinator

Lect. Emanuel-Emil Savan, PhD

Date of approval in the department:

27.05.26

Signature of the head of department

Assoc. Prof. Marius BOTA, PhD

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."