

SYLLABUS

1. Information regarding the program

1.1 Higher education institution	University of Oradea
1.2 Faculty	Faculty of Economic Sciences
1.3 Department	Management-Marketing Department
1.4 Field of study	Management
1.5 Cycle of study	Cycle II – Master
1.6 Program of study /Degree	Advanced Management/Master Degree

2. Information regarding the discipline

2.1 Name of discipline	Management of human resources: strategies and policies						
2.2 Course titleholder	Professor Maria-Madela ABRUDAN, Ph.D. habil.						
2.3 Seminar titleholder	Professor Maria-Madela ABRUDAN, Ph.D. habil.						
2.4 Year of study	II	2.5 Semester	3	2.6 Type of assessment	Ex	2.7 Type of discipline	I

(I) Compulsory; (O) Elective; (F) Facultative

3. Estimated total time (hours/semester of activities)

3.1 Number of hours/week	3	out of which: 3.2 course	2	3.3 seminar	1
3.4 Total of hours in the Curriculum	42	out of which: 3.5 course	28	3.6 seminar	14
Distribution of hours:					
Studying the workbook, course book, bibliography and notes					40
Supplementary documentation in the library, on electronic specialty sites and in the field					40
Preparing seminars/laboratories, themes, projects, portfolios and essays					40
Tutorship					3
Assessment activities					10
Other activities.....					
3.7 Total hours of individual study	133				
3.9 Total hours/semester	175				
3.10 Number of credits	7				

4. Pre-requisites (if applicable)

4.1 Curriculum	n.a.
4.2 Skills	n.a.

5. Conditions (if applicable)

5.1. concerning the course activities	Whiteboard/Internet connection, laptop/tablet/PC
5.2. concerning the seminar/laboratory activities	Internet connection, laptop/tablet/PC

6. Specific skills acquired

Professional skills	- Designing and implementation of strategies and policies in: human resources management, supply chain management, services management, marketing management etc. - Applying the basic knowledge necessary for functional and technical tasks in order to solve specific problems.
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Transversal Skills	- Coordination of professional teams, the assumption, allocation and pursuit of specific responsibilities in the economic field - Self-assessment of the need for further training, learning s diagnosis and self-control - Substantiating and assumption of economic strategies,in terms of responsibility and autonomy
Aptitudini/ Competențe ESCO	- Knowledge of HR strategies, labour legislation, performance management - Skill to design HR policies, develop programs, recruit/train staff - Competence in managing team performance, change management, conflict resolution - Interpersonal skills

6. 2. Learning Outcomes

Knowledge	- The student/graduate demonstrates advanced knowledge of organizational management, strategic management, human resources. - The student/graduate critically understands theories, models, and methodologies in management and their interdisciplinary connections (ICT, ethics, cross-cultural studies, entrepreneurship). - The Student/Graduate possesses knowledge of the methodologies and tools used in developing and implementing HR policies, adhering to the relevant legislation governing human resource management within organizations.
Skills	- The Student/Graduate develops solid analytical and interpretative skills for organizational situations, enabling them to formulate effective HR management strategies - The student/graduate designs and develop the ability to implement strategies in HRM.
Responsability and autonomy	- The student/graduate assumes responsibility for managerial decisions and their impact on teams, resources, and long-term organizational performance. - The Student/Graduate demonstrates the ability to make ethical, professional decisions in human resources management, and to act with autonomy and responsibility in developing and adapting HR strategies and policies

7. Objectives of discipline (resulting from the grid of specific skills acquired)

7.1 General objective of discipline	Starting from the premise that human resources are the main resource of the company, the course aims to address the function of human resources from the perspective of human resources manager - main pillar in shaping coherent human resources strategies and policies, related to the needs and possibilities of the organization, anchored in the realities of the labor market, and to promote equal opportunities in the workplace.
7.2 Specific objectives	- Understanding the trends in human resources management - Acquiring skills for practical human resources management in order to formulate coherent strategies and policies in the field of human resources

8. Contents

8.1 Course (C)	Teaching methods	Observations
8.1.1. Tendencies of worldwide human resources management	Lecture, Case studies, problem-solving, debate, deduction, online le and organizations. Wimbledon: Chartered Institute of	2 hours
8.1.2. The function of human resources - positioning, role, importance		2 hours
8.1.3. Motivation and its implications at workplace (I)		2 hours
8.1.4. Motivation and its implications at workplace (II)		2 hours
8.1.5. Recruitment, selection and integration of human resources (I)		2 hours
8.1.6. Recruitment, selection and integration of human resources (II)		2 hours
8.1.7. Analysis and job description		2 hours
8.1.8. Training and career management		2 hours
8.1.9. Human resources performance appraisal		2 hours
8.1.10. Employee rewarding		2 hours

8.1.11. Talent management	2 hours
8.1.12. Employer branding	2 hours
8.1.13. International human resources management (I)	2 hours
8.1.14. International human resources management (II)	2 hours

Bibliography

1. Abrudan MM, Sim MA (2015). *Human resources management facing international environment*, Medienhaus ROTABENE Rothenburg.
2. Lawler, E. E., Boudreau, J.W. (2012). *Effective Human Resource Management: A Global Analysis*. Stanford University Press.
3. Price, A. (2007). *Human resources Management in a Business Context, 3rd edition*. London: Thomson learning.
4. Kramar, R., Syed, J. (2012). *Human Resource Management in a Global Context: A Critical Approach*. London: Palgrave Macmillan.
5. *Human Resources Management*, The Open University of Hong Kong, http://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf

8.2 Seminar (S)	Teaching methods	Observations
8.2.1. Particularities of human resources within organisations	Case studies, on-line research, questioning, debate, deduction, applications, examples	2 hours
8.2.2. Types of strategies and policies in the field of human resources		2 hours
8.2.3. Motivation and its implications at workplace		2 hours
8.2.4. Recruitment, selection and integration of human resources		2 hours
8.2.5. Human resources performance appraisal and employee rewarding	Case studies, on-line research, questioning, debate, deduction, applications, examples	2 hours
8.2.6. Talent management. Employer branding		2 hours
8.2.7. Return of investment (ROI) in human resources field		2 hours

Bibliography:

1. Abrudan MM, Sim MA (2015). *Human resources management facing international environment*, Medienhaus ROTABENE Rothenburg.
2. Lawler, E. E., Boudreau, J.W. (2012). *Effective Human Resource Management: A Global Analysis*. Stanford University Press.
3. Price, A. (2007). *Human resources Management in a Business Context, 3rd edition*. London: Thomson learning.
4. Taylor, S., Woodhams, C. (2012). *Managing people and organizations*. Wimbledon: Chartered Institute of Personnel & Development.
5. *Human Resources Management*, The Open University of Hong Kong, http://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf

9. 1 Corroboration of the contents of the discipline with the expectations of the epistemic community, professional associations and employers representing the field of study of the program

Approaching the human resources function at a professional level in order to apply within the organizations correct and coherent human resources management policies that emphasize:

- ♣ continuous improvement, throughout the life of all employees
- ♣ promoting equal opportunities within companies, on the labor market
- ♣ efficiency of human resources.

9.2. Use of generative artificial intelligence tools

The use of AI applications for specific tasks is permitted during course and seminar activities. The instructor will specify, for each assignment, whether the use of AI is allowed and how it may be utilized.

Students are required to disclose—via a separate statement for each assignment, following the template provided in Annex 2 of the *Regulation on the Use of Generative Artificial Intelligence in Teaching and Research Activities at the Faculty of Economic Sciences, University of Oradea*—the tool used, the specific manner of its use, and the section where it was applied. This statement must be included at the beginning of the work submitted for the respective assignment.

10. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
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10.4 Course (C)	Understanding the content of the course	<i>Summative assessment:</i> Test –items with specific time	50 percent
10.5 Seminar (S)	Ability to apply and correlate different concepts of human resources management	<i>Continuous assessment:</i> Research and evaluation of assignments in compliance with the specified deadlines	50 percent
10.6 Laboratory (L)			
10.7 Project (P)			
10.8 Practical works (P)			
10.9 Minimum performance standard • Knowledge and understanding of the course content at the level of essential ideas • Obtaining at least 5 points (out of 10) for the work presented at the seminar • Obtaining at least 5 points (10) as a final grade.			

Date

Course title holder:

Seminar title holder:

22.09.2026 Professor Maria-Madela ABRUDAN, PhD. habil. Professor Maria-Madela ABRUDAN, Ph.D. habil.
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**Director of Department,
Professor Maria-Madela ABRUDAN, PhD. habil.**

**Date of
approval in
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