SYLLABUS

1. Information regarding the program

1.1 Higher education institution	**University of Oradea**
1.2 Faculty	**Faculty of Economic Sciences**
1.3 Department	**Department of Economics**
1.4 Field of study	**Business Administration**
1.5 Cycle of study	**Cycle I – Bachelor**
1.6 Program of study /Degree	**Business Administration / Bachelor Degree**

2. Information regarding the discipline

2.1 Name of discipline		Human Resources Management (FSTE-0639)					
2.2 Course titleholder		Professor Mirabela Constanţa MATEI, PhD.					
2.3 Seminar titleholder		Roberta ILISIE, PhDs.					
2.4 Year of study	II	2.5 Semester	3	2.6 Type of assessment	CV.	2.7 Type of discipline	O

(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 e-books, PPTs, bibliography					20
Supplementary documentation in the library, on electronic specialty sites and in the field					5
Preparing seminars/laboratories, themes, projects, portfolios, and essays					5
Tutorship					
Assessment activities					3
Other activities.....					-

3.7 Total hours of individual study	33
3.9 Total hours/semester	75
3.10 Number of credits	3

4. Pre-requisites (if applicable)

4.1 Curriculum	.....-.....
4.2 Skills	.....-.....

5. Conditions (if applicable)

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

6.1. Specific skills acquired	
Professional skills	**C4. Assistance in human resources management**

Transversal Skills	
Skilss/ ESCO Competencies	Knowledge of HR strategies, labour legislation, performance management Skill to design HR policies, develop programs, recruit/train staff Interpersonal skills

6.2. Learning outcomes

Knowledge	The student/graduate accumulates relevant knowledge for the professionalization of human resources activities, based on the analysis of the basic concepts, methods, techniques and tools in this field, in order to carry out the recruitment, selection and motivation process of human resources in an organization in optimal conditions.
Skills	The student/graduate develops skills regarding the selection, recruitment and motivation of human resources in an organization, planning the need for employees, as well as evaluating the performance of human resources in an organization.
Responsibility & Autonomy	The student/graduate demonstrates the ability to carry out analyses and studies in the field of human resources (including the analysis of positions and job descriptions), to plan the need for employees in an organization, based on the exercise of the position of human resources manager.

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

7.1 General objective of discipline	▪ Approach HR function within organizations in terms of its dual objectives: achieving integration of social objectives in the overall objectives of the company, linking human and social development needs of the organization and coordination of economic restrictions of various aspects of proper management of human resources.
7.2 Specific objectives	▪ Understanding of the key concepts specific to human resource management domain ▪ Developing skills in order to solve practical problems specific to human resource functions ▪ Expanding the horizon of knowledge and ability to perceive distinct and interrelated areas like: human resources management, organizational behavior, ergonomics, etc..

8. Contents

8.1 Course (C)	**Teaching methods**	**Observations**
8.1.1. Human resource management: a contemporary perspective	Lecture and debate	
8.1.2. Human resource management and organisational performance: in search of the HR advantage	Lecture and debate	
8.1.3. Recruitment	Lecture and debate	
8.1.4. Selection	Lecture and debate	
8.1.5. Training and Development	Lecture and debate	
8.1.6. Reward Management	Lecture and debate	

8.1.7. Performance Appraisal	Lecture and debate	
8.1.8. Industrial Relations	Lecture and debate	
8.1.9. Organisational and Corporate Culture	Lecture and debate	
8.1.10. International HRM	Lecture and debate	
8.1.11. Comparative HRM	Lecture and debate	
8.1.12. Work–Life Balance: National Regimes, Organisational Policies, and Individual Choices	Lecture and debate	
8.1.13. Emotion at Work	Lecture and debate	
8.1.14. Workplace Bullying	Lecture and debate	

Bibliography

1. Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright - "*Human Resource Management*", Global Edition, Mc Graw Hill, ISBN: 9780077140892, Edition 8, 2012, http://www.mcgraw-hill.co.uk/html/0077140893.html
2. H. John Bernardin- "*Human Resource Management*", Mc Graw Hill, ISBN: 9780071326186, Edition 8, 2012, http://www.mcgraw-hill.co.uk/html/0071326189.html
3. Tom Redman, Adrian Wilkinson - *"Contemporary Human Resource Management, Text and Cases, 4th Edition,* Pearson, 2013.

8.2 Seminar (S)	**Teaching methods**	**Observations**
8.2.1. Human resource management and organisational performance: in search of the HR advantage	Debate Case study	
8.2.2. Recruitment	Debate Case study	
8.2.3. Selection	Debate Role play	
8.2.4. Training and Development	Debate Case study	
8.2.5. International and Comparative HRM	Debate Case study	
8.2.6. Work–Life Balance: National Regimes, Organisational Policies, and Individual Choices	Debate Case study	
8.2.7. Workplace Bullying	Debate Case study	
8.3 Laboratory (L)		
8.4 Project (P)		
8.5 Practical works (P)		

Bibliography

1. Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright, Human Resource Management, Global Edition, Mc Graw Hill, ISBN: 9780077140892, Edition 8, 2012, http://www.mcgraw-hill.co.uk/html/0077140893.html
2. Tom Redman, Adrian Wilkinson - *"Contemporary Human Resource Management, Text and Cases, 4th Edition,* Pearson, 2013.
3. H. John Bernardin- "*Human Resource Management*", Mc Graw Hill, ISBN: 9780071326186, Edition 8, 2012, http://www.mcgraw-hill.co.uk/html/0071326189.html

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

- addressing basic concepts related to: job descriptions, performance appraisal, career management individual and organizational stages in the recruitment and selection of human resources
- explain the correlation: performance - rewards

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
10.4 Course (C)	• Knowledge and understanding of all HRM concepts, methods and principles studied. • Ability of solving a case study using HRM terminology	Summative assessment Multiple choice exam	60%
10.5 Seminar (S)	• participating in the online debates • Solving and posting assignments in compliance with the specified deadline	Continuous assessment - Review: ongoing evaluation and support - evaluation of assignments presented and posted on the e.uoradea.ro platform in compliance with the specified deadlines	40%
10.6 Laboratory (L)	-	-	-
10.7 Project (P)	-	-	-
10.8 Practical works (P)	-	-	-
10.9 Minimum performance standard			
- Knowledge and understanding of course content to the essential ideas - Obtaining at least 5 points (out of 10) for the seminar activity - Obtaining at least 5 points (out of 10) at final exam			

Date

20.09.2026

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Date of approval in the Department:

25.09.2026

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Dean,
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Date of approval in The Council of the Faculty of Economic Sciences:

28.09.2026

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