

Syllabus

1. Programme information

1.1. Institution	THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	International Business and Economics
1.3. Departments	Department of International Business and Economics
1.4. Field of study	Applied modern languages
1.5. Cycle of studies	Licence
1.6. Education type	Full-time
1.7. Study programme	Applied Modern Languages
1.8. Language of study	Romanian, English, French
1.9. Academic year	2022-2023

2. Information on the discipline

2.1. Name	Human Resources Management								
2.2. Code	22.0223IF2.2-06.2								
2.3. Year of study	2	2.4. Semester	2	2.5. Type of assessment	Test	2.6. Status of the discipline	A	2.7. Number of ECTS credits	3
2.8. Leaders	C(C)	prof.univ.dr. IAMANDI - MUNTEANU Irina-Eugenia				irina.iamandi@rei.ase.ro			
	S(S)	prof.univ.dr. IAMANDI - MUNTEANU Irina-Eugenia				irina.iamandi@rei.ase.ro			

3. Estimated Total Time

3.1. Number of weeks	14.00
3.2. Number of hours per week	2.00 of which
	S(S) 1.00
	C(C) 1.00
3.3. Total hours from curriculum	28.00 of which
	S(S) 14.00
	C(C) 14.00
3.4. Total hours of study per semester (ECTS*25)	75.00
3.5. Total hours of individual study	47.00
<i>Distribution of time for individual study</i>	
Study by the textbook, lecture notes, bibliography and student's own notes	20.00
Additional documentation in the library, on specialized online platforms and in the field	5.00
Preparation of seminars, labs, assignments, portfolios and essays	20.00
Tutorials	0.00
Examinations	2.00
Other activities	0.00

4. Prerequisites

4.1. of curriculum	Skills for study and academic communication
4.2. of competences	-

5. Conditions

for the S(S)	The seminars are conducted in rooms with Internet access. The activities, assignments and other tasks of the seminars are compulsory. Plagiarism is forbidden in all its forms; the plagiarized assignments are cancelled. The students should comply with the deadlines for the seminar case studies, applicative papers and final project.
for the C(C)	The lectures are conducted in rooms with Internet access and multimedia equipment.

6. Acquired specific competences

PREFESSIONAL	C5	Networking in various institutional contexts (institutions, business entities, NGOs) and use of general and semi-specialized knowledge in professional fields applicable to the specialization undertaken
PREFESSIONAL	C6	Communication in multilingual professional contexts requiring linguistic and cultural integration, negotiation and mediation;

7. Objectives of the discipline

7.1. General objective	Learning specific knowledge and acquiring needed skills for efficiently coordinating the policies of human resources in different institutional and cultural contexts, in accordance with the requirements of the current economic, social, political and cultural environment
7.2. Specific objectives	<ul style="list-style-type: none"> - Defining the specific concepts of human resource management (HRM) and HRM in international and intercultural contexts (IHRM) - Developing skills for decision-making and implementing the HR policies and programs in the national and international business arena - Acquiring and using basic knowledge in the area of HRM - Developing the necessary skills for managing the human resources issues in international and intercultural context - Critical analysis of HR policies (recruitment, selection, training, evaluation, and motivation of personnel) in international and intercultural context.

8. Contents

8.1. C(C)		Teaching/Work methods	Recommendations for students
1	1. General framework of Human Resource Management (HRM): - Introductory administrative issues (objectives of the subject and achieved competencies, working methods and instruments, evaluation requirements and standards, bibliography etc.) - Human Resource Management (HRM): Definition, role, characteristics and content - Department of Human Resources - Human Resource Management and organisational culture - From Human Resource Management (HRM) to International Human Resource Management (IHRM)	Introductory interactive lecture; the interaction with students is the teaching rule.	The course support and course slides are distributed to the students via electronic means. The compulsory and optional bibliography is recommended to students.
2	2. Peculiarities of International Human Resource Management (IHRM); Current trends and challenges in (I)HRM: - Role and issues associated to International Human Resource Management (IHRM) - Impact of culture on IHRM - Practice of IHRM - Relationship between (I)HRM and: business internationalization; socio-demographic changes; implementation of new information technologies; post-pandemic context; business ethics; employees' protection	The lectures are based on power-point presentations and multimedia resources.	To study the course support and the recommended bibliography. The students are strongly recommended to actively participate in the debates during the lectures.

3	3. Job characteristics and planning of human resources: - Job analysis and job description - Job description and CV - Personnel planning	The lectures are based on power-point presentations and multimedia resources.	To study the course support and the recommended bibliography. The students are strongly recommended to actively participate in the debates during the lectures.
4	4. Recruitment of human resources: - Recruitment process - Sources and methods of recruitment - Characteristics of recruitment of employees in international context - Options for recruiting international managers	The lectures are based on power-point presentations and multimedia resources.	To study the course support and the recommended bibliography. The students are strongly recommended to actively participate in the debates during the lectures.
5	5. Selection of human resources: - Selection process - Methods of selection: Interviews and tests - Selection criteria - Hiring personnel - Characteristics of selection of employees in international context - Selection criteria for international managers	The lectures are based on power-point presentations and multimedia resources.	To study the course support and the recommended bibliography. The students are strongly recommended to actively participate in the debates during the lectures.
6	6. Training, development and appraisal of human resources: - Induction of new employees - Training and development of employees - Characteristics of training and development of employees in international context - Training methods and programs for international managers - Measuring and assessing performances of employees - Career planning and development - Characteristics of assessing employees' performances in international context	The lectures are based on power-point presentations and multimedia resources.	To study the course support and the recommended bibliography. The students are strongly recommended to actively participate in the debates during the lectures.
7	7. Motivation and compensation of human resources: - Motivation: Definition and types - Content and process motivational theories - Influence of culture on motivation - Compensation, pay and benefits - Promotion of employees - Characteristics of motivation, compensation and reward of employees in international context - Compensation methods for international managers Recap for the final evaluation.	The lectures are based on power-point presentations and multimedia resources.	To study the course support and the recommended bibliography. The students are strongly recommended to actively participate in the debates during the lectures.

Bibliography

- Armstrong Michael, Taylor Stephen, Armstrong's Handbook of Human Resource Management Practice, 13th Edition, Kogan Page, 2014, Marea Britanie
- Deresky Helen, International Management: Managing Across Borders and Cultures, 9th Edition, Pearson Education Limited, Upper Saddle River/Harlow, 2017, Statele Unite ale Americii
- Dessler Gary, Human Resource Management, 13th Edition, Pearson, 2012, Statele Unite ale Americii
- Emilian Radu, Țigu Gabriela, State Olimpia, Țuclea Claudia, Managementul resurselor umane, Editura ASE, Bucuresti, 2003, România
- Hofstede Geert, Hofstede Gert Jan, Minkov Michael, Cultures and Organizations: Software of the Mind. Intercultural Cooperation and Its Importance for Survival, Revised and Expanded Third Edition, McGraw Hill, 2010, Statele Unite ale Americii
- Iamandi Irina-Eugenia, Managementul resurselor umane în context internațional: Tendințe și oportunități actuale, Editura ASE, București, 2010, România
- Mathis Robert, Jackson John, Human Resource Management, 13th Edition, South-Western Cengage Learning, 2010, Statele Unite ale Americii
- Portolese Dias Laura, Beginning Management of Human Resources, 2012, <http://2012books.lardbucket.org/pdfs/beginning-management-of-human-resources.pdf>
- Suportul de curs și slide-urile aferente cursurilor (obligatoriu) // Course support and course slides (compulsory), Bucuresti, 2023, România
- Materialele de la seminar (obligatoriu) // Seminar materials (compulsory), Bucuresti, 2023, România

8.2. S(S)		Teaching/Work methods	Recommendations for students
1	1. Practicing HRM: - General information regarding the teaching and learning methods in seminars (main topics, tasks, grading procedure etc.) and details about the seminar project - Case study 1 – Application of Human Resource Management (HRM) in international context: Manager vs. Leader	Presentation of seminar requirements, solving of case study, debate	The seminar materials are previously distributed to the students via electronic means. The students solve the case study and they justify their answers.
2	2. Practicing HRM: - Case study 2 – Dealing with International Human Resource Management (IHRM) problems: Management styles and cultural differences	Solving of case study, debate	The active involvement of the students is the rule of the seminar. The students solve the case study and they justify their answers.
3	3. Practicing HRM: - Applicative paper 1 – Elaboration and presentation of your CV	Solving of practical application, debate	The active involvement of the students is the rule of the seminar. The students elaborate, hand out and present their own CVs.
4	4. Practicing HRM: - Case study 3 – Simulating a job interview (role play)	Solving of case study, debate	The active involvement of the students is the rule of the seminar. The students are involved – individually and in pairs – in simulating a job interview.
5	5. Practicing HRM: - Applicative paper 2 – Selection and compensation of employees in an international company	Solving of practical application, debate	The active involvement of the students is the rule of the seminar. The students solve the practical application and they justify their answers.
6	6. Practicing HRM: - Uploading and presentation of seminar projects (part I) – Dealing with specific HRM issues in a company with international activity	Seminar project, debates, presentations	The students elaborate the final projects before the seminar. The projects are uploaded on the online.ase.ro platform and they are presented according to the schedule.
7	7. Practicing HRM: - Uploading and presentation of seminar projects (part II) – Dealing with specific HRM issues in a company with international activity	Seminar project, debates, presentations	The students elaborate the final projects before the seminar. The projects are uploaded on the online.ase.ro platform and they are presented according to the schedule.

Bibliography

- Suportul de curs și slide-urile aferente cursurilor (obligatoriu) // Course support and course slides (compulsory), București, 2023, România
- Materialele de la seminar (obligatoriu) // Seminar materials (compulsory), București, 2023, România

9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

Analysing the content of the subject and its corresponding requirements with specialists in the field from the academic environment (professors and researchers from national or foreign universities), public environment (representatives of public institutions) and private environment (representatives of business organizations and recruiting agencies).

10. Assessment

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. S(S)	The attendance and quality of participation in seminars, as well as the accuracy and argumentation of the answers to the requirements of the case studies and applicative papers are assessed	Solving of the 3 case studies and 2 applicative papers of the seminars	25.00
10.2. S(S)	The correctness of solving the seminar project and the quality of its presentation are assessed	Elaboration and presentation of the seminar project	25.00
10.3. Final assessment	The accuracy and argumentation of the answers to the theoretical and practical situations in the final evaluation are assessed	Final written evaluation	50.00
10.4. Modality of grading	Whole notes 1-10		
10.5. Minimum standard of performance	Providing correct and justified answers for the theoretical and practical situations regarding the management of human resources in international context.		

Date of listing,
04/24/2026

Signature of the discipline leaders,

Date of approval in the
department

Signature of the Department Director,