

Transilvania University of Braşov, Romania

Study program: Master in Human Resources Management and Development

Faculty of Sociology and Communication

Study period: 2 years, master

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Organizational Diagnosis	DO01	8	2	1		

Course description (Syllabus): Modern and postmodern references for understanding organization; Models of organizational diagnosis; The meaning of organizational culture; Modern and postmodern references for understanding organizational culture; conceptual applications of organizational culture in the Romanian context; Classification of theories on organizational culture (Hofstede, Schein, Web); The structure of organizational culture: artifacts, language, values, rites and rituals, heroes, myths, stories; fundamental assumptions; Typologies of organizational culture.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Staffing	ARU01	8	2			1

Course description (Syllabus): Strategic Human Resources Management. Human Resource practitioner - roles and jobs. Human Resources planning: forecasting and action plans. Employee turnover. Jobs and roles. Job analysis and role profile. Writing job description and job specification. The recruitment process. Methods for internal and external recruitment. Mass-recruitment. The selection process. Methods for internal and external selection. Selection interviews. Assessment centre. Selection test. Induction: orientation and socialization program.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Team building	TB01	7	1			2

Course description (Syllabus): The psychosociological concept of group. Groupstypology. Evolutionary stages of formal groups. Conducting group reunions. Team building games. Typologies of team building games. Team building games as inverse experiments. Conceiving and designing new team building games.

Course title	Code	No. of credits	Number of hours per week			
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Organizational Communication	CO01	7	1			2

Course description (Syllabus): Internet and Social Media; Specific applications in Social Media; Social Networks; Online recruiting through Social Media applications. Case Studies (LinkedIn, Facebook, Twitter, Myspace, Branch Out, Viadeo, Xing; Internal communication, brand building among employees, commitment to the organization (Focus on internal publics, Brand audit among employees and top management, Research Strategies); Online reputation management and impressions from the organization's perspective; Brand Stories and brand reputation. The employer brand.

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Human Resource Development	DRU02	7	1			2

Course description (Syllabus): Training: concepts, benefits, laws, budget, organizational structure, I.Goldstein Model (needs assessment, design, implementation, evaluation), training of trainers Needs assessment: I.Goldstein Model,

organization/job/individual, tools Design: agenda, objectives, competences achievement Implementation: training of adults, experiential learning A.Kolb, learning styles, interactive activities Evaluation: Kirkpatrick model, tools Follow up: concepts, objective, tools. Interactive activities: piramide of learning, tools, applications.

Course title	Code	No. of credits	Number of hours per week			
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Motivation Techniques	TM02	7	1			2

Course description (Syllabus): The course is focused on work motivation theories, motivation assessment, strategies and tools to enhance employees' motivation. Main theories discussed: hierarchy of needs (A. Maslow), ERG (C. Alderfer), McClelland's theory of needs, motivation-hygiene theory (Fr. Herzberg), equity theory (J.S. Adams), expectancy theory (V. Vroom), self-determination theory (E. L. Deci și R. M. Ryan), social cognitive theory (A. Bandura), role motivation theory (J. Miner).

Course title	Code	No. of credits	Number of hours per week			
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Project management	PM02	7	1			2

Course description (Syllabus): How to create a business plan, Company analysis, Competition analysis, Market analysis Financial analysis; Accessibility issues in modern companies; Environmental issues in modern companies; How to apply for funds for your company, Identifying financing sources, Presenting your business ideas; Implementing a project: challenges and solutions.

Course title	Code	No. of credits	Number of hours per week			
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Interpersonal and group communication	CIG02	7	1			2

Course description (Syllabus): This course is focused on the development of competences of interpersonal and group communication. Students will learn about how to apply correctly the procedures of active listening, „assertive asertion I”, how to analyze and interpretate nonverbale communication elements, Tranzactionl Analyse Model and how to apply correctly the types of feedback in verbal communication

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Performance assessment and management	EGPM03	8	1			2

Course description (Syllabus): The main theoretical issues in defining performance. Measuring the performance: the main methodological issues. Performance appraisal systems: defintion. Performance appraisal systems: hystorical perspective. Questions that we have to answer in the conception and design of an assessment activity/ system. Assessment functions. Assessment methods. The quality management. Critical incident technique.

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Financial reward: pay structures and employee benefits	SSAR03	7	1	2	-	-

Course description (Syllabus): Total reward: The components of total reward; Local legislation. Developing Job Evaluation Schemes: Develop and design analytical scheme; Develop and design non-analytical scheme; Designing a job classification scheme. Grade and pay structures: Types of grade and pay structures; Developing and design pay structure; Developing and design bonus schemes; Employee benefits: Developing and design employee benefits; Flexible benefits. Developing and Implementing financial reward.

Course title	Code	No. of credits	Number of hours per week			
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Work Legislation	LM03	7	1	2	-	-

Course description (Syllabus): The object of labor law. Labor legal reports and related reports. Principles of labor law. The legal employment report. The subjects and the object of the legal employment report. Form of employment contract. Individual employment contract and other similar contracts. Nullity, Working time and rest time suspension, modification and termination of the individual employment contract. Vocational training. Occupational safety and health. Work inspection. Legal liability in labor law.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Qualitative Methodology in Human Resource Management	MCMRU03	8	1	-	-	2

Course description (Syllabus): Characteristics of qualitative research. Qualitative research stages. Identifying the problem to be researched. Types of qualitative research. Data collection: observation. Observation of land, open / hidden, uncontrolled, participatory unstructured intensive. Citations observation. Data collection: interview. Individual and group interviews, unstructured and semi-structured interviews. Collection of social documents. Collection of visual documents. Characteristics of visual data. Photography, drawing, film. methodological triangulation Data analysis. Strategies for data analysis. Methods for analyzing qualitative data. Coding texts. Analysis of visual documents. Visual presentation of data: matrix and network. Theoretical sampling, theoretical saturation. Interpretation of the data. Grounded Theory. Analytical induction.

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Creativity development and the use of creative techniques	DCU04	7	2	2		

Course description (Syllabus): Creativity as aptitude. Creativity as process. Learning, trust and creative organizations. Operational definitions of creativity. Operational concept for the development of creativity. Creativity development stagesdesign. Basic heuristical methods. Individual creative techniques.Group creative technique.

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Career Plan	PC04	6	-	-	-	4

Course description (Syllabus): Designing a career involves several steps, each of which is important for career success. Steps in developing a career plan refer to: Taking the lead in developing your own career plan; Explore related career aspirations;Inventor the strengths and areas for personal development through a complex process of self-knowledge and structuring the feedback obtained from various sources; Research the labor market according to your interests, qualifications and professional skills; Consider the suitability of each option by analyzing the prerequisites and requirements to achieve different career pathways and decide (with the assistance of the person you report to) which one is the best match to your aspirations and workforce needs. Setting the career objectives, based on the choices you have made, and the development opportunities; Designing an action plan, in order to achieve your goals.

Course title	Code	No. of credits	Number of hours per week			
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Organisational social responsibility	RS004	7	2	2	-	-

Course description (Syllabus): Corporate Social Responsibility - definition. Reasons for the existence of CSR The emergence and development of corporate social responsibility The characteristics of corporate social responsibility. Forms of CSR Corporate social irresponsibility (CSI) Theoretical approaches regarding corporate social responsibility . CSR Policies/ Strategies. Corporate social responsibility practices and activities. The relationship between corporate social performance and financial performance. Reporting social involvement.