

Transilvania University of Brașov, Romania

Faculty of Sociology and Communication

Study program: Master in Human Resources Management and Development

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 descriptions and job specifications. 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. Group typologies. 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.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	Project
Training, Coaching, Mentoring	DRU02	7	1			2

Course description (Syllabus): Examines structured approaches to employee development within organizations. The course addresses the concepts, types, and techniques of training, methods for evaluating training effectiveness, and the design of training programs. It also explores coaching as a developmental process, including coaching methods,

structured coaching models such as GROW, and the dynamics of coaching conversations. In addition, the course covers mentoring as an organizational practice, focusing on definitions, roles, methods, and the design of mentoring programs in workplace contexts.

Course title	Code	No. of credits	Number of hours per week			
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Motivation Techniques	TM02	8	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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HR Analytics	PM02	8	2			1

Course description (Syllabus): Explores the use of quantitative and analytical approaches in human resource management, with a focus on measuring, evaluating, and interpreting key HR processes. The course covers topics such as workforce planning, recruitment and selection metrics, absenteeism and turnover costs, employee attitudes and engagement, flexible work arrangements, organizational culture measurement, and the financial evaluation of HR development programs. Through a combination of conceptual frameworks and applied analytical models, the course examines how HR-related data can be systematically used to assess organizational practices and inform strategic decision-making in human resource management.

Course title	Code	No. of credits	Number of hours per week			
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Ethics and academic integrity	ET02	6	1			1

Course description (Syllabus): Addresses the principles, norms, and practices governing ethical conduct in academic and professional contexts. The course focuses on academic writing and communication, types of scientific works, bibliographic documentation, citation systems, and the responsible use of sources. It examines issues of plagiarism, paraphrasing, data collection and reporting, authorship, and research integrity, alongside broader ethical frameworks and dilemmas relevant to academic work. The course also covers the structure, drafting, and presentation of scientific texts, as well as standards and criteria used in the evaluation of academic research.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	Project
Performance assessment and management	EGPM03	6	1			2

Course description (Syllabus): Performance Assessment and Management examines employee performance as an integrated process of measurement, analysis, and managerial use of work results. The course covers core concepts of individual and organizational performance, the design and use of performance appraisal scales, the HR Scorecard, economic and analytical models of performance evaluation, and the links between performance assessment, compensation, and motivation. It also addresses feedback processes, managerial decision-making following appraisal, and contemporary critiques and alternatives to traditional performance appraisal systems, including debates on the relevance and limitations of classical appraisal approaches.

Course title	Code	No. of credits	Number of hours per week			
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Reward management	SSAR03	6	1	2	-	-

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

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Work Legislation	LM03	6	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			
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Qualitative Research Methods in HR	MCMRU03	6	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.

Course title	Code	No. of credits	Number of hours per week			
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Data analysis and interpretation	DCU04	7	2		2	

Course description (Syllabus): This course introduces quantitative approaches to analyzing and interpreting data in the field of human resource management. It covers the use of numerical indicators, metrics, and datasets to examine key HR-related phenomena such as workforce dynamics, employee attitudes, performance, and organizational processes. The course covers data sources in HR, basic and intermediate analytical techniques, the interpretation of statistical outputs, and the application of quantitative evidence to examine patterns, relationships, and trends relevant to human resource decision-making. Emphasis is placed on understanding analytical logic, measurement principles, and the substantive meaning of quantitative results in organizational contexts.

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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; Categorizing 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, to achieve your goals.

Course title	Code	No. of credits	Number of hours per week			
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Social responsibility of organizations	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 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.

Course title	Code	No. of credits	Number of hours per week			
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Communication and conflict resolution	CCR02	6	1	-	-	2

Course description (Syllabus): Examines interpersonal and organizational communication processes and their role in the emergence and management of workplace conflict. The course addresses verbal and nonverbal communication, active listening, assertive communication, feedback mechanisms, communication barriers, and gender-related aspects of communication in organizations. It also explores conflict management as a structured organizational process, including conflict dynamics, the role of communication in conflict escalation and resolution, and the main conflict management styles and strategies used in workplace settings.

Course title	Code	No. of credits	Number of hours per week			
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Introduction to Lean Methodology	CCR02	6	1	-	-	2

Course description (Syllabus): Introduces the core concepts, principles, and tools of Lean management, with a specific focus on applications in human resource management. The course examines the origins and philosophy of Lean, value creation and waste elimination, process-based management, and the role of organizational culture in Lean implementation. It covers key Lean instruments such as value stream mapping, Kaizen, 5S, A3 problem solving, Gemba Walks, and performance measurement through KPIs, while also addressing challenges, limitations, and practical examples of Lean application in HR processes.