

HUMAN RESOURCE MANAGEMENT

1. Discipline data

Faculty	of Economic Engineering and Business				
Department	Economics and Management				
Academic degree	Cycle I – Bachelor				
Study-programme	0413.1 Business and Administration				
Year of study	Semester	Type of evaluation	Formative category	Category of optionality	Credits ECTS
II (full-time)	3	Exam	D – professional field discipline	O – compulsory course unit	4
II (part-time)	4				

2. Total estimated time

Total hours in the curriculum	Including:				
	Contact hours		Individual work		
	Course	Practical lessons	Year project	Study of theoretical material	Preparing applications
120 (full-time)	30	30	-	30	30
120 (part-time)	12	12	-	48	48

3. Prerequisites to access the discipline

According to the curriculum	General Management, Micro and Macroeconomics, Statistics, Enterprise economy
According to competences	Essence and characteristics of human resource and human capital

4. Conditions for carrying out the educational process

Course	For the presentation of the theoretical material in the classroom it will be needed multimedia equipment: projector, interactive whiteboard and computer. For online lectures – MS TEAMS application will be used. The material taught in the course was edited in the didactic publication Human Resources Management. Course Support. Authors, Crețu I., Oberșt A. Chișinău, UTM, 2020 The Human Resources Management course has been published on the educational platform www.moodle.utm.md providing students access to interactive materials, structured learning resources and personalized assessments. Through this platform, students can study at their own pace, collaborate with other learners and receive support from the course owner http://moodle.utm.md/course/view.php?id=420 The Human Resource Management course video lectures are available on the educational platform www.lectii.utm.md providing easy access to interactive content and visual support to deepen the concepts taught and can be accessed by students on the link: https://lectii.utm.md/courses/managementul-resurselor-umane/
Practical lessons	Students will analyze case studies published by the professor. They will perform solving practical applications, grid tests and problems according to the didactic publication Human Resource Management. Collection of tests, problems and practical applications, author Oberșt A., UTM, 2019.

	For the individual activity in the part-time studies the students will realize the individual work, assigned by the Professor based on the didactic publication Human Resources Management. Indicații metodice pentru efectuarea lucrărilor de verificare, author Oberșt A., UTM, 2019. Team work will be promoted for group tasks (e.g. analyzing the status of HR function within the company, elaboration of job description, elaboration of CV, cover letters, etc.).
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5. Specific competences acquired

General competences	GC 2. Organization of the activity in accordance with the legal framework for business CG 5. Compliance with the principles of professional ethics
Professional competences	CP 3. Development and implementation of an efficient management system CP 6. Human Resource Management

6. Discipline objectives

General objective	Study of the procedures for the administration and management of company personnel.
Specific objectives	▪ Implementation of the stages of human resource management in an organisation ▪ Drawing up an organisational structure and defining the responsibilities and functions of the human resources division ▪ Improvement of human resources documentation ▪ Developing of human resources policies and objectives ▪ Determining staffing needs ▪ Drafting job descriptions ▪ Writing CVs and Cover letters ▪ Professional recruitment and selection of personnel ▪ Legal hiring procedure ▪ Conducting staff appraisals ▪ Analysing working time utilisation ▪ Calculation of labour standards ▪ Applying Compensation Management ▪ Analysis of effective use of human resources in an organisation

7. Content of the subject/module

Topics of teaching activities	Number of hours	
	full-time study	part-time study
Lecture topics		
T1. Introduction to Human Resource Management (HRM)	2	2
T2. Human resource unit within the organization	2	
T3. Strategic human resource management and job analysis	4	2
T4. Recruitment, selection and hiring of personnel	2	
T5. Performance management, training and career planning for staff	2	2
T6. Requirements and principles of ergonomic organisation of the workplace	2	
T7. Labour conditions assessment	2	2
T8. Methods of measuring working hours	4	
T9. Labour standards and norms	2	2
T10. Calculation of labour standards	2	
T11. Compensation management	4	2
T12. Assessment of human resources indicators	2	
Total course	30	12
Topics of practical lessons		

Topics of teaching activities	Number of hours	
	full-time study	part-time study
C1. Characteristics of the legislative framework regulating labour relations in the Republic of Moldova	2	2
C2. Study and development of documentation for the human resources division	2	
C3. Developing a staffing needs plan and job descriptions	4	2
C4. Preparation of CV and cover letters	2	
C5. Personnel assessment and drafting of a professional development plan	2	2
C6. Workplace analysis	2	
C7. Labour conditions assessment	2	2
C8. Methods of studying working time costs (photography and timekeeping).	4	
C9. Calculation of labour rates.	2	2
C10. Quality assessment of labour standards.	2	
C11. Compensation management: forms and systems of labour remuneration.	2	2
C12. Calculation of deductions and payments from wages and salaries in accordance with the provisions of current legislation	2	
C13. Evaluation of human resources indicators	2	
Total practical lessons	30	12

8. References:

Mains (Mandatory)	http://moodle.utm.md/course/view.php?id=420 - Gary Dessler, Human Resource Management, 17th edition, Pearson Education, 2023; - Edward E. Lawler and John W. Boudreau, Human Resource Excellence – an assesment of stratigies and trends, Standford business books, Standford, California, 2018. - Ian BEARDWELL, Len HOLDEN, Tim CLAYDON, Human Resource Management a contemporary approach, 4th edition, Perason Education, 2004; - David A. DeCenzo, Stephen P. Robbins, Susan L. Verhulst Fundamentals of Human Resource Management, 10th edition, 2010 - Dr. Ram Rattan Saini, Dr. Megha Saini and Monika, Human Resource Planning and Development, 2022
Additional (optional)	Labor Code of the Republic of Moldova published since 28.03.2003 (https://www.legis.md/) - International Standard Classification of Occupations (ISCO) https://ilostat.ilo.org/methods/concepts-and-definitions/classification-occupation/
Articles	Ala OBERȘT, Ana MUNTEANU, Head-huntingul-metodă neconvențională de recrutare, Conferința tehnico – științifică a colaboratorilor, doctoranzilor și studenților, 16 noiembrie 2017, Chișinău, UTM GHEORGHITĂ, Maria, OBERȘT, Ala. Beneficiile investiții în sisteme de management integrate în industria ușoară. In: Dezvoltarea economico-socială durabilă a euroregiunilor și a zonelor transfrontaliere, 30 octombrie 2020, Iași, România. Iași: Performantica, 2020, Vol.37, pp. 199-208. ISBN 978-606-685-742-0. OBERȘT, Ala. Conceptul noului model EFQM de excelență în afaceri. In: Strategii și politici de management în economia contemporană, Ed. 6, 26-27 martie 2021, Chișinău. Chișinău: Departamentul Editorial-Poligrafic al ASEM, 2021, Ediția 6, pp. 254-264. ISBN 978-9975-155-20-5. OBERȘT Ala, System approach to occupational health and safety in moldavian enterprises, Conferința științifică internațională – Strategii și politici de management în economia contemporană, (ediția a VII-a), 9-10 iunie 2022. Chișinău: ASEM, 2022. ISBN 978-9975-147-65-1 (PDF). DOI: 10.5281/zenodo.7347111 (p. 104-115).

	13. OBERȘT Ala, GHEORGHIȚĂ Maria, Consolidate the reputation and increase the credibility of the company through the implementation of the social audit, Conferința economică internațională – Competitivitate și dezvoltare sustenabilă, (ediția a 4-a), 3-4 Noiembrie 2022. Chișinău: UTM, 2022. ISBN 978-9975-45-872-6 (PDF), (p.104-110) 14. OBERȘT, A. Tehnologii de recrutare în era digitală. Culegerea Marketingul și logistica în era digitală: Seminar științific național, dedicat aniversării 60 de ani al UTM, 18 octombrie 2024, Chișinău/ Universitatea Tehnică a Moldovei, Facultatea Inginerie Economică și Business, Departamentul Teorie Economică și Marketing, 2024, ISBN 978-9975-64-481-5 (PDF), pp. 92-97. 15. J. Bruce Tracey, A review of human resources management research: the past 10 years and implications for moving forward, July 2014, European Journal of Marketing 26(5) DOI: 10.1108/IJCHM-02-2014-0056 16. Boon, C., Jiang, K., & Eckardt, R. (2025). The Role of Time in Strategic Human Resource Management Research: A Review and Research Agenda. Journal of Management, 51(1), 172-211. https://doi.org/10.1177/01492063241264250 17. Maliha, M. N., Tayeh, B. A., & Abu Aisheh, Y. I. (2025). Impacts of human resources management strategies and practices on workers performance in construction industry: a review. Journal of Civil Engineering and Management, 31(1), 20–37. https://doi.org/10.3846/jcem.2024.20989 18. Mehrdad Maghsoudi, Motahareh Kamrani Shahri, Mehrdad Agha Mohammad Ali Kermani, Rahim Khanizad, Mapping the Landscape of AI-Driven Human Resource Management: A Social Network Analysis of Research Collaboration https://arxiv.org/pdf/2308.09798v2 19. Unde în Moldova se plătesc cele mai mari salarii. https://www.mold-street.com/?go=news&n=11810 20. Fișa postului: tot ce trebuie să știi. https://www.wearehr.ro/fisa-postului-tot-ce-trebuie-sa-stii/ 21. Borinschi Natalia, Andritchi Iana, Provocări în organizarea recrutării și selecției resurselor umane în întreprinderile cu capital străin din Republica Moldova, https://ibn.idsi.md/vizualizare_articol/91897 22. Băieșu Marina, Mînescu Elena, Tendințe noi în procesul de recrutare și selecție a personalului, https://ibn.idsi.md/vizualizare_articol/61624 23. Evaluarea performanței angajaților – criterii și metode. https://www.sodexo.ro/management/evaluarea-performantei-angajatilor-criterii-si-metode/
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9. Evaluation

Education form	Periodic evaluations		Current evaluation	Individual study	Exam
	PE 1	PE 2			
full-time study	15%	15%	15%	15%	40%
part time study	25%			25%	50%
Minimum performance standard					
Attendance and involvement (activity) at lectures and practical lessons.					
Obtaining the minimum grade '5' for each type of evaluation.					