

## COURSE OUTLINE

### 1. Data about the study programme

1.1 Higher education institution	Transilvania University of Brasov
1.2 Faculty	Technological Engineering and Industrial Management
1.3 Department	Engineering and Industrial Management
1.4 Field of study <sup>1)</sup>	Engineering and Management
1.5 Study level <sup>2)</sup>	MA
1.6 Study programme/ Qualification	Engineering and Management in Aviation / Master

### 2. Data about the course

2.1 Name of course	Human Resource Management In Aviation							
2.2 Course convenor	Ioana Mădălina PETRE							
2.3 Seminar/ laboratory/ project convenor	Ioana Mădălina PETRE							
2.4 Study year	II	2.5 Semester	3	2.6 Evaluation type	E	2.7 Course status	Content <sup>3)</sup>	PC
							Attendance type <sup>4)</sup>	EC

### 3. Total estimated time (hours of teaching activities per semester)

3.1 Number of hours per week	2	out of which: 3.2 lecture	1	3.3 seminar/ laboratory/ project	1/0/0
3.4 Total number of hours in the curriculum	28	out of which: 3.5 lecture	14	3.6 seminar/ laboratory/ project	14/0/0
Time allocation					hours
Study of textbooks, course support, bibliography and notes					10
Additional documentation in libraries, specialized electronic platforms, and field research					10
Preparation of seminars/ laboratories/ projects, homework, papers, portfolios, and essays					14
Tutorial					10
Examinations					3
Other activities.....					
3.7 Total number of hours of student activity	47				
3.8 Total number per semester	75				
3.9 Number of credits <sup>5)</sup>	3				

### 4. Prerequisites (if applicable)

4.1 curriculum-related	• Not specified
4.2 competences-related	•

### 5. Conditions (if applicable)

5.1 for course development	• Projector, eLearning platform
5.2 for seminar/ laboratory/ project development	• Projector, eLearning platform

## 6. Specific competences and learning outcomes

Professional competences	
Transversal competences	<p>Ct.1 Finds solutions to problems L.O.1.3 The graduate will be able to identify creative solutions for mitigating conflicts that arise in the organizational and external environment in conditions of professional autonomy and independence, based on effective documentation, logical reasoning, evaluation and decision-making analysis.</p> <p>Ct.2 Practices results-oriented leadership towards colleagues. L.O.2.2. The graduate will be able to organize and coordinate the team, outlining clear tasks to all team members.</p> <p>Ct.3. Negotiates with stakeholders L.O.3.3. The graduate will be able to ensure a positive work climate at the workplace, favorable to stimulating the creativity of employees, so that they actively participate in achieving the organization's objectives.</p>

## 7. Course objectives (resulting from the specific competences to be acquired)

7.1 General course objective	<ul style="list-style-type: none"> <li>Understanding the concepts, principles and functions of human resource management, applied in the aeronautical industry</li> </ul>
7.2 Specific objectives	<ul style="list-style-type: none"> <li>Presentation of the place and role of human resources management within the activity of organizations in the aeronautical industry.</li> <li>Acquiring the necessary skills to implement effective strategies for recruiting, training, evaluating and retaining aviation personnel.</li> <li>Development of performance and safety management skills of employees in critical contexts specific to aviation.</li> </ul>

## 8. Content

8.1 Course	Teaching methods	Number of hours	Remarks
Overview of the discipline and evaluation requirements. Introduction to the course topic	Lecture Exposure Exercise Interactive course	2	
Human resources management: characteristics, evolution, guidelines, objectives The importance of HRM in the aviation industry: the critical role of personnel in the safety and efficiency of air operations. The structure of aviation organizations and its impact on human resource management. General principles of HRM applied in aviation.	Lecture Exposure Exercise Interactive course	2	
Policy and strategies in the field of human resources. Activities in the field of human resources Strategic planning of human resources in aviation	Lecture Exposure Exercise Interactive course	2	
Job analysis and design in aeronautical organizations		2	

Recruitment and selection of aeronautical personnel: peculiarities, methods, stages of selection in aviation, eligibility criteria and specific tests (psychological tests, aptitude and ability tests).	Lecture Exposure Exercise Interactive course	2	
Training and professional development of employees Mandatory training programs and certifications in the aeronautical industry. Importance of continuous training and flight simulations or emergency scenarios.	Lecture Exposure Exercise Interactive course	2	
Performance Management in Aviation Performance evaluation systems: aviation-specific performance criteria (safety, punctuality, customer satisfaction). Continuous feedback and periodic evaluations to maintain safety standards. Managing stress and performance under pressure among flight and ground staff.	Lecture Exposure Exercise Interactive course	2	
Bibliography 1. Petre I. M., Managementul resurselor umane. Aplicații, Editura LuxLibris, ISBN 978-973-131-414-3, Brașov, 2018 2. Armstrong, M., Managementul resurselor umane. Manual de practică, Ed. Codecs, București, 2008 3. Armstrong, M., Armstrong's Handbook of Human Resource Management Practice. 11 <sup>th</sup> Ed. Kogan Page, London, 2009 4. Popescu E., Popescu M., Managementul resurselor umane, Ed. Alma Mater, Sibiu, 2016. 5. Manolescu, A., Lefter, V., Deaconu, A., Marinas, A., Managementul resurselor umane. Editura Pro Universitaria, București, 2012 6. Gary, D., Human Resource Management, 17th edition, Editura Pearson, US, 2023 7. Keebler, J., Human Factors in Aviation and Aerospace, 3rd edition, Editura Academic Pr Inc, 2022 8. Stolzer, A.J., Sumwalt, R.L., Goglia, J.J. Safety management systems in aviation, Editura CRC Press, 2023 9. INTERNATIONAL CIVIL AVIATION ORGANIZATION, GUIDANCE MANUAL FOR THE TRAINING OF HUMAN RESOURCES ON THE CNS/ATM SYSTEMS, disponibil la: <a href="https://www.icao.int/SAM/eDocumentsrestore/GUIDE-TRG-HR-CNSATM-E.pdf">https://www.icao.int/SAM/eDocumentsrestore/GUIDE-TRG-HR-CNSATM-E.pdf</a> 10. EASA Regulatory Framework, <a href="https://www.easa.europa.eu/en/domains/safety-management/accident-and-incident-investigation-support/legal-and-regulatory-framework">https://www.easa.europa.eu/en/domains/safety-management/accident-and-incident-investigation-support/legal-and-regulatory-framework</a>			
8.2 Seminar/ laboratory/ project	Teaching-learning methods	Number of hours	Remarks
The importance of human resources in the aeronautical industry. The structure and particularities of aeronautical organizations. Debate: The specific challenges of HRM in the field of aviation.	Debate, Problematization, interactive course, Team work Case study Role play	2	
Job analysis and design in aeronautical organizations	Debate, Team work Case study Role play	2	

Recruitment simulation: preparing a job advertisement for a specific position (eg pilot, flight attendant, aviation engineer). Interviews and assessment based on specific selection criteria. Analysis of successful recruitment and selection processes in international airlines.	Exercise, Debate, Problematization, Team work Case study Role play	4	
Training and professional development in the aeronautical industry Designing a training program for new employees. Training and certification requirements for various positions in aviation.	Exercise, Debate, Team work Case study Role play	4	
Development of a performance appraisal system adapted to flight personnel. The impact of performance management on flight safety.	Exercise, Debate, Problematization, Team work Case study Role play	2	
Bibliography 1. Petre I. M., Managementul resurselor umane. Aplicații, Editura LuxLibris, ISBN 978-973-131-414-3, Brașov, 2018 2. Armstrong, M. - Managementul resurselor umane. Manual de practică, Ed. Codecs, București, 2008 3. Armstrong, M. – Armstrong’s Handbook of Human Resource Management Practice. 11th Ed. Kogan Page, London, 2009 4. Novac C., Evaluarea în managementul resurselor umane: trecut, prezent, viitor, Editura Tritonic, București, 2016 5. Popescu E., Popescu M., Managementul resurselor umane, Ed. Alma Mater, Sibiu, 2016. 6. Wood, R.H., Aviation Safety Programs - A Management Handbook, Editia 3, Editura Jeppesen Sanderson, 2003 7. Gary, D., Human Resource Management, 17th edition, Editura Pearson, US, 2023 8. Stolzer, A.J., Sumwalt, R.L., Goglia, J.J. Safety management systems in aviation, Editura CRC Press, 2023 9. INTERNATIONAL CIVIL AVIATION ORGANIZATION, Guidance manual for the training of human resources on the CNS/ATM systems, disponibil la: <a href="https://www.icao.int/SAM/eDocumentsrestore/GUIDE-TRG-HR-CNSATM-E.pdf">https://www.icao.int/SAM/eDocumentsrestore/GUIDE-TRG-HR-CNSATM-E.pdf</a> 10. EASA Regulatory Framework			

**9. Correlation of course content with the demands of the labour market (epistemic communities, professional associations, potential employers in the field of study)**

The contents have been developed in accordance to the employers' requirements, so that the learning outcomes can be applied in the industrial environment and in research.

**10. Evaluation**

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of the final grade
10.4 Course	Evaluation of theoretical knowledge of human resources management	Single choice test implemented on the eLearning platform	80%
10.5 Seminar/ laboratory/ project	Solving the proposed tasks Activity and presence	Oral assessment	20%
10.6 Minimal performance standard			
<ul style="list-style-type: none"> <li>Knowledge and understanding of the specific concepts of human resources management, applied in the aeronautical industry. Correct use of language and terminology specific to the field of study.</li> </ul>			

This course outline was certified in the Department Board meeting on 17/09/2024 and approved in the Faculty Board meeting on 26/09/2024.

Prof. Eng Tudor Ion DEACONESCU, PhD,  Dean	Assoc.Prof. Eng Flavius SÂRBU, PhD  Head of Department
Assoc.Prof. Eng Ioana Mădălina PETRE, PhD.  Course holder	Assoc.Prof. Eng Ioana Mădălina PETRE, PhD.  Holder of seminar

Note:

- 1) Field of study – select one of the following options: Bachelor / Master / Doctorat (to be filled in according to the forceful classification list for study programmes);
- 2) Study level – choose from among: Bachelor / Master / Doctorat;
- 3) Course status (content) – for the Bachelor level, select one of the following options: **FC** (fundamental course) / **DC** (course in the study domain)/ **SC** (speciality course)/ **CC** (complementary course); for the Master level, select one of the following options: **PC** (proficiency course)/ **SC** (synthesis course)/ **AC** (advanced course);
- 4) Course status (attendance type) – select one of the following options: **CPC** (compulsory course)/ **EC** (elective course)/ **NCPC** (non-compulsory course);
- 5) One credit is the equivalent of 25 study hours (teaching activities and individual study).