

## PROCESE HR DE BUSINESS

Competente tehnice	Competente specifice	Link	Tip	Content
Planificarea talentului	Definirea Talentului	<a href="http://danielcoyle.com/the-tale">http://danielcoyle.com/the-tale</a>	Carte	Daniel Coyle - The Talent Code: Greatness Isn't Born. It's Grown. Here's How
		<a href="https://www.hrmagazine.co.uk/">https://www.hrmagazine.co.uk/</a>	Articol	What do we mean when we talk about talent?
		<a href="https://www.humanresourcesonline.com/">https://www.humanresourcesonline.com/</a>	Articol	4 ways to define 'talent'
		<a href="https://hrcentar.rs/en/riznica/le">https://hrcentar.rs/en/riznica/le</a>	Articol	What is talent?
		<a href="https://www.tlnt.com/just-what">https://www.tlnt.com/just-what</a>	Articol	What is "top talent"?
		<a href="https://www.yourerc.com/blog/">https://www.yourerc.com/blog/</a>	Articol	The 8 Defining Qualities of Top Talent
	Identificarea Rolurilor Cheie	<a href="http://www.thedifferentiatedworkforce.com/">http://www.thedifferentiatedworkforce.com/</a>	Carte	Identify Strategic Positions
		<a href="https://apac.aonhewitt.com/ho">https://apac.aonhewitt.com/ho</a>	Articol	Do You Know the Critical Roles in your Organisation?
		<a href="https://smallbusiness.chron.com">https://smallbusiness.chron.com</a>	Articol	How to Identify the Key Positions That Support the Organizational Structure
		<a href="https://rameshmuthusamy.files">https://rameshmuthusamy.files</a>	Articol	How do we determine a position is a "KEY" in our Organisation?
		<a href="https://www.coso.biz/5-behavi">https://www.coso.biz/5-behavi</a>	Articol	The Five Behaviors of a Cohesive Team
	Identificarea talentului intern si extern	<a href="https://fitsmallbusiness.com/int">https://fitsmallbusiness.com/int</a>	Articol	Internal vs. External Recruiting: Tips, Tools & Benchmarks 2018
		<a href="https://www.raconteur.net/hr/c">https://www.raconteur.net/hr/c</a>	Articol	Charting future talent
		<a href="http://www.hrpulse.co.za/edito">http://www.hrpulse.co.za/edito</a>	Articol	Talent mapping: How to navigate your workforce
		<a href="http://www.talentintelligence.co">http://www.talentintelligence.co</a>	Articol	Solve Your Most Critical Internal and External Talent Pool Issues
		<a href="https://www.smartrecruiters.co">https://www.smartrecruiters.co</a>	Articol	Internal and External #Recruiting: The Good, the Bad and the Ugly
		<a href="https://www.nigelwright.com/u">https://www.nigelwright.com/u</a>	Articol	Talent mapping for strategic growth: 8 key benefits
	Planificarea capitalului uman	<a href="https://blog.careerminds.com/w">https://blog.careerminds.com/w</a>	Articol	What Are the Steps in Workforce Planning?
		<a href="https://www.analyticsinhr.com/">https://www.analyticsinhr.com/</a>	Articol	5 Essential Workforce Planning Tools for any HR professional
		<a href="https://www.tlnt.com/5-steps-t">https://www.tlnt.com/5-steps-t</a>	Articol	5 Steps to Making Your Workforce Planning Strategic
<a href="https://mitrefinch.com/blog/5-s">https://mitrefinch.com/blog/5-s</a>		Articol	5 simple steps to efficient workforce planning	
Consolidarea si dezvoltarea capabilitatilor organizationale	Managementul performantei	<a href="https://www.koganpage.com/pi">https://www.koganpage.com/pi</a>	Carte	Armstrong's Handbook of Performance Management
		<a href="https://hr.berkeley.edu/hr-netw">https://hr.berkeley.edu/hr-netw</a>	Curs	Berkely University - Guide to managing Human Resources - Performance Management
		<a href="https://www.mckinsey.com/bus">https://www.mckinsey.com/bus</a>	Articol	McKinsey - Performance management: Why keeping score is so important, and so hard
		<a href="http://web.mit.edu/chintanv/w">http://web.mit.edu/chintanv/w</a>	Articol	Punishing by Rewards: When the Performance Bell-curve Stops Working For You
		<a href="http://iosrjournals.org/iosr-jbm/">http://iosrjournals.org/iosr-jbm/</a>	Studiu	From Performance Appraisal to Performance Management
		<a href="https://hbr.org/video/51229692">https://hbr.org/video/51229692</a>	Video	Reinventing Performance Management
		<a href="http://www.hrmonline.com.au/">http://www.hrmonline.com.au/</a>	Video	HRM TV: The best way to approach performance management - interview with CEB (Gartner) Executive Director
		<a href="https://www.youtube.com/watc">https://www.youtube.com/watc</a>	Video	Performance Management for a 21st Century Organization (SHRM Conference, 2015)

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Consolidarea si dezvoltarea capabilitatilor organizationale	Managementul performantei	<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	How to create a high performance culture   Andrew Sillitoe   TEDxRoyalTunbridgeWells
		<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	10 TED talks on best-practice performance management
		<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	Webinar with Josh Bersin: Is your performance management process healthy?
		<a href="https://www.cipd.co.uk/Images/">https://www.cipd.co.uk/Images/</a>	Studiu	CIPD Paper - Assessing what works in performance management
		<a href="https://joshbersin.com/2018/07/">https://joshbersin.com/2018/07/</a>	Articol	Bersin/Deloitte - Continuous Performance Management
		<a href="https://www.shrm.org/hr-today/">https://www.shrm.org/hr-today/</a>	Studiu	SHRM - Performance Management A roadmap for developing, implementing and evaluating performance management systems
		<a href="https://hbr.org/2011/11/deliver">https://hbr.org/2011/11/deliver</a>	Articol	Harvard Business Review - Delivering an Effective Performance Review
		<a href="https://www.shrm.org/hr-today/">https://www.shrm.org/hr-today/</a>	Studiu	SHRM - Performance management that makes a difference: an evidence-based approach
Managementul compensatiilor si beneficiilor	Strategie de recompensare si politici salariale	<a href="https://nscpolteksby.ac.id/ebook/">https://nscpolteksby.ac.id/ebook/</a>	Carte	Michael Armstrong's Handbook of Human resources management practice 10th Edition - Managing reward systems Chapter
		<a href="https://nscpolteksby.ac.id/ebook/">https://nscpolteksby.ac.id/ebook/</a>	Carte	Robert L. Mathis, Human Resources Management 13th Edition 2010 - Total Rewards & Compensation Chapter
		<a href="https://nscpolteksby.ac.id/ebook/">https://nscpolteksby.ac.id/ebook/</a>	Carte	Michael Armstrong's Handbook of Human resources management practice - Reward Management Chapter
		<a href="#">Armstrong's Handbook of Reward Management Practice</a>	Carte	Michael Armstrong's Handbook of Reward Management Practice
		<a href="#">The Reward Management Toolkit</a>	Carte	Michael Armstrong's Reward Management Toolkit
		<a href="#">Reward Management : Alternatives, Consequences and Contexts</a>	Carte	Reward Management: Alternatives, Consequences and Contexts by Stephen Perkins
		<a href="#">ROSE, M. (2018) Reward management: a practical introduction</a>	Carte	Reward management: a practical introduction. 2nd ed. HR Fundamentals, by ROSE, M. (2018)
		<a href="https://www.peoplemanagement.com/">https://www.peoplemanagement.com/</a>	Articol	We can make you work for less: the psychology of pay. People Management (online). 27 October. -Simms J.
		<a href="https://www.employeebenefits.com/">https://www.employeebenefits.com/</a>	Articol	Building blocks of reward: job evaluation. (2013) IDS Pay Report. No 1114, July. pp17-19.
		<a href="https://edisciplinas.usp.br/pluginfile.php/1234567/mod_resource/content/1/...">https://edisciplinas.usp.br/pluginfile.php/1234567/mod_resource/content/1/...</a>	Articol	The Future of Reward Management: From Total Reward Strategies to Smart Rewards
		<a href="https://www.lynda.com/Business-Training/course/...">https://www.lynda.com/Business-Training/course/...</a>	Curs	Lynda.com - Human Resources: Pay Strategy
		<a href="https://www.shrm.org/hr-today/">https://www.shrm.org/hr-today/</a>	Studiu	SHRM - Implementing Total Rewards Strategies
		<a href="https://open.buffer.com/salary-transparency/">https://open.buffer.com/salary-transparency/</a>	Articol	Politica salariala & transparenta
		<a href="https://www.towerswatson.com/en/insights/2018/07/12/flexibility-and-automation">https://www.towerswatson.com/en/insights/2018/07/12/flexibility-and-automation</a>	Articol	Flexibilitate si automatizare
		<a href="https://www.hrzone.com/leadership/2018/07/12/disruptivity-and-rewards">https://www.hrzone.com/leadership/2018/07/12/disruptivity-and-rewards</a>	Articol	Disruptivity & rewards
		<a href="https://www2.deloitte.com/insights/articlesbytopic/new-rewards">https://www2.deloitte.com/insights/articlesbytopic/new-rewards</a>	Articol	New Rewards
<a href="http://www.hr magazine.co.uk/articles/2018/07/12/cryptocurrency">http://www.hr magazine.co.uk/articles/2018/07/12/cryptocurrency</a>	Articol	Cryptocurrency		

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<b>Managementul compensatiilor si beneficiilor</b>	<b>Plata pentru performanta</b>	<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	Pay for Performance Part 1: Theory and Practice, WorldatWork
		<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	Pay for Performance Part 2 - The Success of Plans
		<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	Pay for Performance Part 3: Making a Case
		<a href="https://www.youtube.com/watch?v=...">https://www.youtube.com/watch?v=...</a>	Video	Implementing Pay for Performance at All Levels of an Organization
		<a href="https://www.forbes.com/sites/l...">https://www.forbes.com/sites/l...</a>	Articol	The Motivating Power Of 'Pay For Performance'
		<a href="https://www.atkearney.nl/docu...">https://www.atkearney.nl/docu...</a>	Articol	Pay for performance but Does your payment model perform?
		<a href="https://www.willistowerswator...">https://www.willistowerswator...</a>	Articol	Willis Towers Watson: How to make pay for performance more than just a tagline
		<a href="http://highpaycentre.org/files/N...">http://highpaycentre.org/files/N...</a>	Articol	Executive Pay for performance
		<a href="https://nscpolteksby.ac.id/eboo...">https://nscpolteksby.ac.id/eboo...</a>	Carte	Robert L. Mathis, Human Resources Management 13th Edition 2010 - Variable Pay Chapter
		<a href="https://www.aon.com/attachme...">https://www.aon.com/attachme...</a>	Articol	WorldatWork Magazine: Paying for performance in the New Economic Reality
		<a href="https://scholarship.sha.cornell.e...">https://scholarship.sha.cornell.e...</a>	Studiu	How and what you pay matters: the relative effectiveness of merit pay, bonuses, and long-term incentives on future job performance - Sanghee Park & Michael C. Sturman Cornell University
		<a href="https://www.amazon.de/Armstr...">https://www.amazon.de/Armstr...</a>	Carte	Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward by Michael Armstrong (2010-03-03)
		<a href="https://books.google.de/books?">https://books.google.de/books?</a>	Carte	Executive Remuneration & Employee Performance Related - Pay, T. Boeri
		<a href="http://www.oracle.com/us/med...">http://www.oracle.com/us/med...</a>	Studiu	Oracle: Performance-Driven Compensation: The Corporate Talent Insurance Policy
		<a href="https://www.theatlantic.com/bi...">https://www.theatlantic.com/bi...</a>	Articol	Pay for Performance
	<a href="https://hbswk.hbs.edu/item/sho...">https://hbswk.hbs.edu/item/sho...</a>	Articol	Alternatives to Pay-for-performance	
	<a href="https://www.sibson.com/media...">https://www.sibson.com/media...</a>	Articol	WorldatWork Magazine: Six Pitfalls to avoid when designing an incentive pay plan	
	<b>Beneficii non-financiare</b>	<a href="https://www.researchgate.net/p...">https://www.researchgate.net/p...</a>	Articol	Attractiveness of non-financial rewards for prospective knowledge workers An experimental investigation
	<a href="https://www.employment-studi...">https://www.employment-studi...</a>	Articol	Non-Financial Recognition - The most effective of rewards?	
	<a href="https://www.cleverism.com/god...">https://www.cleverism.com/god...</a>	Articol	Google way of motivating employees	
	<a href="https://www.youtube.com/watc...">https://www.youtube.com/watc...</a>	Video	Recognition & Reward	
<a href="https://www.cleverism.com/hov...">https://www.cleverism.com/hov...</a>	Articol	How to Recognize & Reward Your Employees		
<a href="https://joshbersin.com/2018/10...">https://joshbersin.com/2018/10...</a>	Articol	Well-being		
<a href="https://www.snacknation.com/k...">https://www.snacknation.com/k...</a>	Articol	Employee Recognition		

Competente tehnice	Competente specifice	Link	Tip	Content
<b>MANAGEMENTUL FUNCTIUNII DE HR</b>				
Competente tehnice	Competente specifice	Link	Tip	Content
Structura de HR	Livrarea serviciilor de HR	<a href="https://hr-club.ro/sites/default/">https://hr-club.ro/sites/default/</a>	Articol	What Does Being a Strategic HR Business Partner Look Like in Practice?
Metrici, raportare si managementul financiar	Bugetare	<a href="https://playbook.amanet.org/bu">https://playbook.amanet.org/bu</a>	Articol	Budgeting vs Forecasting
		<a href="https://www.journalofaccounta">https://www.journalofaccounta</a>	Articol	Budgeting Excel tips
Metrici, raportare si managementul financiar	HR Controlling	<a href="https://www.grin.com/documen">https://www.grin.com/documen</a>	Carte	Human Resource Controlling in small and medium-sized enterprises (continut & abstract)
		<a href="https://www.baumann-finance.c">https://www.baumann-finance.c</a>	Articol	HR-Controlling/ Humar Resource Controlling
		<a href="https://www.performancemaga">https://www.performancemaga</a>	Articol	How to measure the performance of your Human Resources department
		<a href="https://www.bernardmarr.com/">https://www.bernardmarr.com/</a>	Articol	How to measure HR Effectiveness: Finding the HR KPIs that matter the most
		<a href="https://www.analyticsinhr.com/">https://www.analyticsinhr.com/</a>	Articol	21 Employee Performance Metrics
		<a href="https://www.analyticsinhr.com/">https://www.analyticsinhr.com/</a>	Articol	Human Resources KPIs: an in-depth explanation with metrics & examples
	Raportare de HR	<a href="https://www.analyticsinhr.com/">https://www.analyticsinhr.com/</a>	Articol	What is an HR Dashboard & HR Report? Examples, Visuals and a How-To
		<a href="https://www.analyticsinhr.com/">https://www.analyticsinhr.com/</a>	Articol	How smart HR System design leads to high-quality data: 5 tips
		<a href="https://www.hrzone.com/lead/c">https://www.hrzone.com/lead/c</a>	Articol	HR automation: why real-time reporting is about more than accuracy
	Managementul Riscului	<a href="https://www.hcamag.com/au/si">https://www.hcamag.com/au/si</a>	Articol	HR and risk management - an ideal match
		<a href="https://www.hrmagazine.co.uk/">https://www.hrmagazine.co.uk/</a>	Articol	Top eight HR risks, and how to handle them
		<a href="https://articles.extension.org/pa">https://articles.extension.org/pa</a>	Articol	The role of Human Resource Management in Risk Management
<a href="https://www.google.com/url?sa">https://www.google.com/url?sa</a>		Studiu	Human Resources risk management: Governing people risks for improved performance	
Managementul informatiei de HR	Gestionarea datelor de HR	<a href="https://defeatexcel.com/excel-f">https://defeatexcel.com/excel-f</a>	Articol	Excel for HR Professionals
		<a href="http://www.peopleclick.com/Lir">http://www.peopleclick.com/Lir</a>	Articol	How to efficiently drive HR data accuracy, visibility and a stronger organization
		<a href="https://www.peoplehr.com/blog">https://www.peoplehr.com/blog</a>	Articol	How to analyse HR data to earn a more prominent role
		<a href="https://chandoo.org/wp/excel-f">https://chandoo.org/wp/excel-f</a>	Video	Top 5 HR Analytics Examples
	Sisteme informatice de HR	<a href="https://www.businessnewsdaily">https://www.businessnewsdaily</a>	Articol	6 Essential Tech Tools for your HR Department
		<a href="https://www.shrm.org/hr-today">https://www.shrm.org/hr-today</a>	Articol	How technology is reinventing the HR - IT relationship
		<a href="https://www.talentlyft.com/en/">https://www.talentlyft.com/en/</a>	Articol	Top 60 HR Tools
		<a href="https://www.analyticsinhr.com/">https://www.analyticsinhr.com/</a>	Articol	How to successfully select and implement an HRIS
		<a href="https://searchhrsoftware.techta">https://searchhrsoftware.techta</a>	Articol	9 technical challenges of cloud-based HR systems
		<a href="https://www.youtube.com/watc">https://www.youtube.com/watc</a>	Video	Visio 2016 for Human Resources

Competente tehnice	Competente specifice	Link	Tip	Content
<b>CULTURA SI ORGANIZATIE</b>				
Competente tehnice	Competente specifice	Link	Tip	Content
<b>Structurare organizationala</b>	<b>(Re)Design Organizational</b>	<a href="https://www.amazon.com/Orga">https://www.amazon.com/Orga</a>	Carte	Organizational Theory, Design, and Change, autor Gareth R Jones
		<a href="https://books.google.com/book">https://books.google.com/book</a>	Carte	The Modern Firm: Organizational Design for Performance and Growth, autor John Roberts (capitole selectate)
		<a href="http://citeseerx.ist.psu.edu/view">http://citeseerx.ist.psu.edu/view</a>	Carte	Organizational Behaviour, autori: David Buchanan & Andrzej Huczynski (continut)
		<a href="https://www.shrm.org/academi">https://www.shrm.org/academi</a>	Articol	Building the future: HR's role in Organizational Design
		<a href="https://pdfs.semanticscholar.org">https://pdfs.semanticscholar.org</a>	Articol	Tackling Design Anew: Getting Back to the Heart of Organizational Theory
<b>Structurare organizationala</b>	<b>(Re)Design Organizational</b>	<a href="https://www.ukessays.com/essa">https://www.ukessays.com/essa</a>	Articol	Key elements in Organizational Design
		<a href="http://www.iloencyclopaedia.or">http://www.iloencyclopaedia.or</a>	Articol	Psychosocial & Organizational Factors (capitole: Person-Environment Fit, Environmental Design, Autonomy and Control, Organizational Structure) - Copy-Paste the link in the browser
		<a href="http://www.iloencyclopaedia.or">http://www.iloencyclopaedia.or</a>	Articol	Organizations and Health and Safety Copy-Paste the link in the browser
		<a href="https://hbr.org/2015/07/bright-">https://hbr.org/2015/07/bright-</a>	Articol	Bright, Shiny Objects and the Future of HR
		<a href="https://www.smartsheet.com/e">https://www.smartsheet.com/e</a>	Articol	Essential guide to business process mapping
		<a href="https://tallyfy.com/business-pro">https://tallyfy.com/business-pro</a>	Articol	Step by step guide to business process mapping
		<a href="https://www.forbes.com/sites/c">https://www.forbes.com/sites/c</a>	Articol	Strategic ways to outsource, and when to do it
		<a href="https://www.peoplehr.com/blog">https://www.peoplehr.com/blog</a>	Articol	How outsourcing has changed the HR department: the pros and cons
		<a href="https://study.com/academy/les">https://study.com/academy/les</a>	Video	Types of Traditional Organizational Designs
<a href="https://study.com/academy/les">https://study.com/academy/les</a>	Video	Types of Contemporary Organizational Designs		