Annex No. 3		**Second Cycle Study Program**			
1.	Title of course	**Strategic Human Resource Management**			
2.	Code	**MSHR 501**			
3.	Study program	**MBA in Strategic Human Resource Management**			
4.	Organizer of the study program (university unit i.e. institute, department, division)	Faculty of Economics-Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (first, second, third cycle)	Second cycle			
6.	Academic year / semester	Year	1	Semester	1 (winter)
7.	Course load expressed in ECTS	7.5 ECTS			
8.	Professor (in case of multiple professors, a designated professor in charge)	Prof. Ljupcho Eftimov, PhD Full time Professor			
9.	Language of instruction	English			
10.	Necessary prerequisites for enrolling in the course	None			
11.	Course objectives (competences) and learning outcomes:	This course approaches the management of human capital from a strategic perspective. While this course covers HRM topics such as HR Strategy, Planning and Recruitment, Staffing, Training and Development, Retention, Compensation and Performance Management, and other aspects of HRM, this course considers the relationship between these HRM functions and organizational effectiveness. In turn, this course adopts an integrative approach where students learn how the system of human resource management can be designed and implemented with the clear goal of contributing to the formulation and implementation of the organization's competitive strategy. The primary objective of this course is to help student to develop an understanding and appreciation of the role strategic human resource management has in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues. After taking this class, students should be able to: • Identify, choose and utilize effective tools and frameworks for analyzing internal and external environments and apply these to various business situations. (LO 1.2 and LO 2.1) • Recognize the strategic impact of HRM functions towards implementing the organizational strategy (LO 1.3) • Identify and analyze human resource management problems in organizations and develop strategic solutions to these problems. (LO 1.4 and LO 3.1.)			
12.	Detailed course content by chapters and units with learning outcomes for each chapter:	▪ **HRM vs. SHRM. The concept of strategic human resource management.** SLO> Evaluate Strategic HR transformation and explain the shift in the HR professional's role from administrative record-keeping to becoming a strategic business partner and "change agent". ▪ **The analysis and design of work.** SLO> Implement Job Analysis and Its Importance: Explain the meaning of job analysis as a systematic process for gathering information about jobs and its critical role in strategic human resource management. SLO> Develop Key HR Documents: Explain the difference between a			

		job description (outlining tasks and duties) and a job specification (detailing human requirements like KSAOs—knowledge, skills, abilities, and other attributes). ▪ **Human resource planning.** SLO> Analyze Labor Supply: Learn how to assess the current workforce's skills, qualifications, and performance. SLO> Forecast Labor Demand: Predict future workforce needs based on factors like retirements, promotions, or changes in market conditions using appropriate forecasting methods. ▪ **Recruitment and selection of human resources.** SLO> Compare internal vs. external recruitment, listing pros/cons (cost, fresh ideas, morale). SLO>Understand metrics like yield ratios to assess recruitment effectiveness of different techniques like job postings, employee referrals, and employer branding. SLO>Explain the purpose and procedures for key selection tools: applications (CV, motivational letter), interviews, tests, background/reference checks etc. and define and apply concepts of validity and reliability in selection methods. ▪ **Training and employee development.** SLO> Differentiate Between Training and Development SLO> Analyze Delivery Methods and evaluate the pros and cons of various methods, including coaching, mentoring, simulations, job rotation, and mobile-based microlearning. SLO> Evaluate Training Effectiveness: Apply frameworks like the Kirkpatrick Model to measure reaction, learning, behavior change, and organizational results (ROI). ▪ **Career development and talent management strategy.** SLO> Link Talent to Business Strategy and explain Succession Planning.		
13.	Interrelationship of courses:	/		
14.	Detailed description of the teaching and working methods for the course:	Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Skill Builders, Module Write-ups, Writing Assignment, Capstone Project), Group Assignments (Group Case Analysis, Group Case Presentation).		
15.	Total hours:	7.5 ECTS x 25 hours = 187.5 hours		
16.	Forms of teaching activates	16.1.	Lectures – theoretical teaching: classes (8 weeks x 3)	24
		16.2.	Tutorials (laboratory, auditory), seminars, teamwork: classes (8 weeks x 2)	6
17.	Other forms of activities	17.1.	Project assignments: hours	40
		17.2.	Individual assignments: hours	40
		17.3.	Self - study: hours	77.5
18.	Signature requirements: 50% class presence			
19.	Method of assessment			
	19.1.	Tests: points		30%
	19.2.	Individual and Group tasks / projects (assignments: written and oral), seminar paper/project, written and oral presentations: points		60%
	19.3.	Attendance		10%
20.	Assessment criteria (points/grade)		Up to 50 points	5 (five) (F)
			51- 60 points	6 (six) (E)
			61- 70 points	7 (seven) (D)

				71- 80 points		8 (eight) (C)
				81- 90 points		9 (nine) (B)
				91- 100 points		10 (ten) (A)
21.	Method of monitoring the quality of teaching			Self-evaluation		
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Raymond A. Noe, John R. Hollenbeck, Barry A. Gerhart, Patrick M. Wright	*Fundamentals of Human Resource Management,* 8th edition	McGraw-Hill Education	2020
		2.	Raymond A. Noe, John R. Hollenbeck, Barry A. Gerhart, Patrick M. Wright, Linda Eligh.	*Strategic Human Resource Management: Gaining a Competitive Advantage 2nd edition*	McGraw-Hill Education	2016
		3.	Assigned readings and cases provided by the Instructor via the course site.	*Academy of Management Perspectives, cases and articles*	AOM	latest editions
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Nkomo,M.S. Fottler,D.M. McAfee, R.B.	*Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders,* 7th edition	South-Western Cengage Learning	2011
		2.	Assigned readings and cases provided by the instructor via the course site.	*Harvard Business Review (HBR) Course Pack: cases and articles*	HBR	latest editions
		3.				