Annex No. 3		**Second Cycle Study Program**
1.	Title of course	**New Challenges in HR**
2.	Code	**MSHR 502**
3.	Study program	MBA in Strategic Human Resource Management
4.	Organizer of the study program	Faculty of Economics-Skopje

	(university unit i.e. institute, department, division)				
5.	Degree (first, second, third cycle)	Second cycle			
6.	Academic year / semester	Year	1	Semester	1
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 Prof. Nikola Levkov, PhD, Full time Professor Prof. Predrag Trpeski, 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:	HR managers are facing many challenges today like Globalization, workforce diversity, technological advances and changes in economic, political and legal environment. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employees. The aim of this course is to develop skills and competencies and to prepare future HR professionals to become more aware and to accept the emerging challenges. After taking this class, students should be able to: 1.Understand future HR challenges and trends (e-recruitment and e-selection, digital labor markets, remote working, managing different generations of employees, keeping them motivated and engaged at work) LO 1.1 2. Understand and contrast the distinct motivations and communication preferences of a workforce often spanning four generations (Baby Boomers to Gen Z). LO 5.1. 3. Apply the basic principles for effective time and team management in the workplace and understand the basic principles of working in high performing teams. LO 4.1. 4. Understand key challenges in HRIS (Human Resource Information Systems) selection and implementation LO 2.1. and LO 2.2. 5. Understand key challenges in recruitment and selection in internet context LO 1.1.			
12.	Detailed course content by chapters and units with learning outcomes for each chapter:	**1. Redefining HRM - Emerging trends, future of work and jobs** SLO> Evaluate the impact of shifting from traditional administrative tasks to strategic, technology-driven, and human-centric leadership **2. Managing different generations at work and Motivation and employee engagement** SLO> Identify generational strengths and expectations. **3. Managing high-performance teams** SLO> Analyze Team Development Stages: Apply models such as Tuckman's Stages (Forming, Storming, Norming, Performing) to assess team maturity and implement phase-specific leadership interventions. SLO> Manage Roles & Responsibilities: Utilize frameworks like Belbin's Team Roles to align formal and informal roles with members' unique technical and interpersonal strengths. **4. Effective time management** SLO>Differentiate between urgent and important: Understand that high-priority tasks align with long-term goals, while urgent tasks often demand immediate but low-value attention. SLO>Apply prioritization frameworks: Use tools like the Eisenhower Matrix (Urgent vs. Important) or ABCDE Method to categorize and rank tasks. SLO>Implement different time techniques: Time Blocking, Pomodoro Technique, Break down large projects and Manage distractions. **5. The future of HRIS: Emerging trends in HRM and AI**			

		SLO> Understanding the Role of AI in Core HR Functions **6. Cost justifying HRIS investments** SLO> Understand different approaches for conducting a cost-benefit analysis to justify investments in a Human Resource Information System (HRIS) **7. Online recruitment and selection** SLO>Explain the scope of online recruitment and selection and how it differs from traditional methods in terms of speed and geography. SLO>Analyze the Impact of Technology: Identify how information and communication technologies (ICT) have transformed sourcing and candidate evaluation. **8. HR administration and HRIS** SLO> Explain the purpose, nature, and core functions (data management, payroll, benefits, time/attendance) of an HRIS. **9. The future of HR and HRIS: Trends, Technologies, and Recommendations** SLO> Evaluate how automation and AI and emerging technologies are redefining roles, moving human value toward soft skills like empathy, critical thinking, and ethical judgment.			
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 written assignments, short quizzes, learning through role play simulations			
15.	Total hours:	7.5 ECTS x 25 hours = 187.5 hours			
16.	Forms of teaching activates	16.1.	Lectures – theoretical teaching: classes	24	
		16.2.	Tutorials (laboratory, auditory), seminars, teamwork: classes	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 tasks / projects (assignments: written and oral), case studies, minute paper, 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.	Michael J. Kavanagh, Richard D. Johnson	Human Resource Information Systems: Basics, Applications, and Future Directions Sixth Edition	SAGE Publications, Inc	2025

		2.	Koren Norton, Elijah James	Mastering HR Challenges: A Comprehensive Guide for Human Resource Professionals	EJ Publishing	2024
		3.		Harvard Business Review Publishing (cases and articles)	Harvard Business Review	/
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Armin Trost	Human Resources Strategies: Balancing Stability and Agility in Times of Digitization (Future of Business and Finance)	Springer	2020
		2.		Journal of Information Systems Education (cases and seminars)	AIS – Association for Information Systems	/
		3.		Academy of management perspectives (cases and articles)	AOM – Academy of Management	/