Annex No. 3		**Second Cycle Study Program**			
1.	Title of course	**Cross-cultural HR Management**			
2.	Code	**MSHR 503**			
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			
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. Stojan Debarliev, PhD			
9.	Language of instruction	English			
10.	Necessary prerequisites for enrolling in the course	None			
11.	Course objectives (competences) and learning outcomes:	• Analyze cross-cultural management challenges and recommend appropriate global manager actions **(LO 2.1, LO 3.1)** • Evaluate whether an organization's culture can work effectively in another country and propose necessary adaptations **(LO 1.2, LO 3.1)** • Apply cross-cultural and ethical decision-making in a stakeholder-sensitive context **(LO 2.1, LO 2.2)** • Demonstrate adaptive cross-cultural leadership and conflict-handling behaviors in a simulated multicultural workplace situation **(LO 4.1, LO 5.1)**			

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- Develop an international recruitment and selection approach that ensures compliance across countries **(LO 1.1, LO 2.2)**
- Compare culture and institution-driven differences in performance management and propose an MNC-aligned system **(LO 1.1, LO 2.2, LO 3.1)**
- Create an expatriate training and support plan to reduce adjustment risks and improve performance **(LO 1.1, LO 2.2)**
- Develop an international compensation approach that balances cost considerations and cultural expectations **(LO 1.1, LO 2.2)**

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<tr><td>12.</td><td>Detailed course content by chapters and units with learning outcomes for each chapter:</td><td colspan="3">

1. The Challenging Role of the Global Manager
SLO> Analyze cross-cultural management challenges and recommend appropriate global manager actions
2. The Impact of Culture Differences on Business
SLO> Evaluate whether an organization's culture can work effectively in another country and propose necessary adaptations
3. Decision Making Across Cultures
SLO> Apply cross-cultural and ethical decision-making in a stakeholder-sensitive context
4. Cross-Cultural Leadership and Motivation
SLO> Demonstrate adaptive cross-cultural leadership and conflict-handling behaviors in a simulated multicultural workplace situation
5. The Challenge of HRM Functions in a Global Context
a. International Recruitment and Selection of Human Resources
SLO> Develop an international recruitment and selection approach that ensures compliance across countries
b. Performance Management of the International Human Resources
SLO> Compare culture and institution-driven differences in performance management and propose an MNC-aligned system.
c. Training and Development of the International Human Resources
SLO> Create an expatriate training and support plan to reduce adjustment risks and improve performance
d. **Payment of the International Human Resources**
SLO> Develop an international compensation approach that balances cost considerations and cultural expectations

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<tr><td></td><td>Interrelationship of courses:</td><td colspan="3">/</td></tr>
<tr><td>14.</td><td>Detailed description of the teaching and working methods for the course:</td><td colspan="3">Asynchronous video lectures, Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Live Web Participation (online discussions)</td></tr>
<tr><td>15.</td><td>Total hours:</td><td colspan="3">7.5 ECTS x 25 hours = 187.5 hours</td></tr>
<tr><td rowspan="2">16.</td><td rowspan="2">Forms of teaching activates</td><td>16.1.</td><td>Lectures – theoretical teaching: classes</td><td>24</td></tr>
<tr><td>16.2.</td><td>Tutorials (laboratory, auditory), seminars, teamwork: classes</td><td>6</td></tr>
<tr><td rowspan="3">17.</td><td rowspan="3">Other forms of activities</td><td>17.1.</td><td>Project assignments: hours</td><td>40</td></tr>
<tr><td>17.2.</td><td>Individual assignments: hours</td><td>40</td></tr>
<tr><td>17.3.</td><td>Self- study: hours</td><td>77.5</td></tr>
<tr><td>18.</td><td colspan="4">Signature requirements: 50% class presence</td></tr>
<tr><td rowspan="4">19.</td><td colspan="4">Method of assessment</td></tr>
<tr><td>19.1.</td><td>Individual assignments (case study analysis)</td><td>30</td></tr>
<tr><td>19.2.</td><td>Quizzes</td><td>10</td></tr>
<tr><td>19.3.</td><td>Live web participation (online discussions)</td><td>10</td></tr>
<tr><td></td><td>19.4.</td><td>Final case study analysis</td><td>50</td></tr>
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<tr><td rowspan="6">20.</td><td colspan="3" rowspan="6">Assessment criteria (points/grade)</td><td>Up to 50 points</td><td>5 (five) (F)</td></tr>
<tr><td>51- 60 points</td><td>6 (six) (E)</td></tr>
<tr><td>61- 70 points</td><td>7 (seven) (D)</td></tr>
<tr><td>71- 80 points</td><td>8 (eight) (C)</td></tr>
<tr><td>81- 90 points</td><td>9 (nine) (B)</td></tr>
<tr><td>91- 100 points</td><td>10 (ten) (A)</td></tr>
<tr><td>21.</td><td colspan="3">Method of monitoring the quality of teaching</td><td colspan="2">Self-evaluation</td></tr>
<tr><td rowspan="11">22.</td><td colspan="5">Literature</td></tr>
<tr><td rowspan="3">22.1.</td><td colspan="4">Mandatory literature</td></tr>
<tr><td>No.</td><td>Author</td><td>Title</td><td>Publisher</td><td>Year</td></tr>
<tr><td>1.</td><td>David C. Thomas and Mark F. Peterson,</td><td>Cross-Cultural Management: Essential Concepts (4th Edition)</td><td>Sage Publications, Thousand Oaks</td><td>2018</td></tr>
<tr><td>2.</td><td>B. Sebastian Reiche, Günter K. Stahl, Mark E. Mendenhall, Gary R. Oddou</td><td>Readings and Cases in International Human Resource Management (6th Edition)</td><td>Routledge, New York</td><td>2017</td></tr>
<tr><td rowspan="3">22.2.</td><td colspan="4">Additional literature</td></tr>
<tr><td>No.</td><td>Author</td><td>Title</td><td>Publisher</td><td>Year</td></tr>
<tr><td>1.</td><td></td><td>Additional readings and cases provided by the Instructor via the course site.</td><td></td><td></td></tr>
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