Annex No. 3		**Second Cycle Study Program**			
1.	Title of course	**Theory of Organizational Design**			
2.	Code	**MSHR 511**			
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			
5.	Degree (first, second, third cycle)	Second cycle			
6.	Academic year / semester	Year	1	Semester	2
7.	Course load expressed in ECTS	5 ECTS			
8.	Professor (in case of multiple professors, a designated professor in charge)	Prof. Postolov Kiril, PhD, Full professor			
9.	Language of instruction	English			
10.	Necessary prerequisites for enrolling in the course	None			
11.	Course objectives (competences) and learning outcomes:	After completing the subject, students need to be able to: • Analyze organizational environments (structure, culture, dynamics) to identify internal/external factors that shape organizational design choices and support business objectives. (LO 1.2 and LO 1.3) • Evaluate internal design elements (organizational size, life cycle stages, decline) and explain their impact on organizational structure and processes. (LO 1.4 and LO 3.2) • Apply organizational design theories, frameworks, and management techniques to assess alternative structures, using research methods and data from multiple sources to develop evidence-based conclusions and recommendations. (LO 1.5; LO 2.1 and LO 3.2) • Manage dynamic organizational processes by applying strategic thinking, problem-solving, and process optimization to improve efficiency and effectiveness in organizational settings. (LO 3.2) • Communicate organizational design analyses and recommendations clearly and professionally using oral, written, and electronic channels to academic, managerial, and public stakeholders, while working effectively with others. (LO 4.1)			
12.	Detailed course content by chapters and units with learning outcomes for each chapter:	1. Organizational Environment and Designing Organization SLO>Understand the structure, culture, and dynamics of organizational environments, SLO>Apply principles of organizational design to create effective structures that support business objectives 2. Internal Design Elements- Organizational Size, Life Cycle and Decline			

		SLO>Communicate effectively with diverse stakeholders, expressing ideas and recommendations clearly to academic and business audiences. SLO>Gain critical knowledge of Internal Design Elements. SLO>Understand internal design elements, including organizational size, life cycle stages, and decline, and their impact on structure and processes. 3. Organizational structures and Management techniques in designing organization SLO>Present and justify design choices to stakeholders, apply research, analyze organizational data, and optimize structures for efficiency and effectiveness and understand structures, internal elements, and management techniques to create adaptable and efficient organizations 4. Managing Dynamic Processes SLO>Perform strategic thinking and problem-solving, data analysis and process optimization and leadership and effective communication in dynamic environments 5. Crisis in the Organization and crisis management SLO>Conduct strategic decision-making under pressure, effective communication in emergencies, problem-solving and adaptive leadership and risk assessment and mitigation			
13.	Interrelationship of courses:	/			
14.	Detailed description of the teaching and working methods for the course:	Learning methods: interactive lectures with presentations, team preparation of essay and presentation, education videos in flipped classroom, individual preparation of essay and presentation			
15.	Total hours:	5 ECTS x 25 hours = 125 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	15	
18.	Signature requirements: 50% class presence				
19.	Method of assessment				
	19.1.	Tests: points	0		
	19.2.	Individual tasks / projects (assignments: written and oral), seminar paper/project, written and oral presentations: points	92		
	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- 102 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.	Richard L. Daft	Organization Theory and Design-selected materials	Cengage Learning	2008
		2.	Mary Jo Hatch	Organization and Environment	Oxford Higher Education	2016

		3.	Gareth R. Jones	Organizational Transformations: Birth, Growth, Decline, and Death	Education, Inc. Publishing as Prentice Hall	2013
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Kyle Ehrhardt, Belle R. Ragins	Relational attachment at work: A complementary fit perspective on the role of relationships in organizational life	Academy of Management Journal, 2019, Vol. 62, No.1., pp. 248-282	2019
		2.	Soderstrom, Sara B., Weber, Klaus:	Organizational Structure from Interaction: Evidence from Corporate Sustainability Efforts	Administrative Science Quarterly, 2019, Vol. 65 Issue 1, pp. 226-271	2019
		3.	H. Dan O'Hair, Mary John O'Hair -	Communicating Science in Times of Crisis	Wiley-Blackwell	2022
		4.	Edward S. Devlin	Crisis Management Planning and Execution	Auerbach Publications	2012