Annex No. 3		**Second Cycle Study Program**			
1.	Title of course	**HRM in a start-up and corporate environment**			
2.	Code	**MSHR 513**			
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. Aleksandra Janeska-Iliev, PhD Full professor Prof. Stojan Debarliev, PhD Full professor			
9.	Language of instruction	English			
10.	Necessary prerequisites for enrolling in the course	None			
11.	Course objectives (competences) and learning outcomes:	**Course Objectives** This course develops an advanced understanding of how human resource management supports organizational performance in both start-up and corporate environments. Students will learn to: • Identify and assess HRM challenges, structures, and talent needs			

		across entrepreneurial and established organizations. • Diagnose strategic and organizational HR issues and propose evidence-based solutions. • Apply HRM tools together with design thinking, innovation models, and corporate entrepreneurship practices. • Strengthen interpersonal competencies for collaboration, communication, and leading innovative teams. • Work effectively in multidisciplinary settings to support innovation and organizational growth. **Student Learning Objectives** Upon completion, students will be able to: • Analyze complex organizational problems in entrepreneurial and corporate contexts and select appropriate HRM and innovation frameworks. (LO 2.1 and LO 3.1) • Apply acquired knowledge to design HRM practices that support the development and exploitation of entrepreneurial opportunities within organizations. (LO 2.2 and LO 3.1) • Collaborate effectively in multidisciplinary teams to generate innovative solutions. (LO 4.1)
12.	Detailed course content by chapters and units with learning outcomes for each chapter:	• Understanding the start-up context: the innovative and entrepreneurial mindset SLO> Explain the characteristics of start-ups and entrepreneurial organizations and how they differ from established corporations. SLO> Analyze how uncertainty, resource constraints, and growth orientation shape HRM decisions in start-ups. SLO> Evaluate the role of HRM in fostering an innovative and entrepreneurial mindset. • Entrepreneurial mindset and innovation orientation SLO> Analyze the entrepreneurial mindset and innovation orientation and explain their relevance for HRM. SLO> Analyze HR practices that support creativity, risk-taking, learning, and adaptability in start-ups. • Small business and entrepreneurship SLO> Explain the specific HRM challenges faced by small and entrepreneurial firms. • The entrepreneurial process and innovation SLO> Describe the stages of the entrepreneurial process and their implications for HRM. SLO> Analyze how HRM supports idea generation, development, and commercialization. • Creating and starting a business SLO> Identify key HRM decisions involved in the creation and early development of a business. SLO> Analyze workforce planning, recruitment, and skill needs in the start-up phase. • Founder identity, team formation, roles, and responsibilities SLO> Explain the role of founder identity in shaping organizational culture and HR practices. SLO> Analyze team formation, role allocation, and leadership dynamics in start-ups. • Corporate innovation SLO> Stimulate corporate innovation and corporate entrepreneurship and explain their strategic importance. SLO> Analyze organizational and HR barriers to innovation in established firms.

		SLO> Propose HR strategies that support intrapreneurship and continuous innovation. • Design Thinking, creativity, and assessing corporate innovation SLO> Apply creativity and design thinking tools to HR-related innovation challenges. SLO> Evaluate innovation outcomes and learning processes supported by HR practices. • Human resource management in corporate innovation SLO> Evaluate the alignment between HR systems and innovation strategy. • Team-based innovation SLO> Explain the role of cross-functional and multidisciplinary teams in innovation processes. SLO> Analyze HR practices that enable collaboration, trust, and high performance in innovation teams. • Leading innovation SLO> Compare leadership styles that support innovation in start-up and corporate contexts. SLO> Evaluate the role of leaders in shaping innovative culture and employee engagement.		
13.	Interrelationship of courses:	/		
14.	Detailed description of the teaching and working methods for the course:	Class Participation, Discussion Questions, Case Quizzes, Best Practices Project, Exam, Final project document 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		30%
	19.2.	Individual tasks / projects (assignments: written and oral), seminar paper/project, written and oral presentations: points		30%
	19.3.	Group Assessment(Group Case Presentation, Group Case Analysis, Team Application Exercise)		20%
	19.4.	Attendance		20%
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.	Kuratko, D.F., Goldsby, M.G. and Hornsby, J.S.,	Corporate Innovation: Disruptive Thinking in Organizations.	Routledge	2019
		2.	Robert Curedale	Design Thinking Process and Methods 5th Edition	Design Community College Inc	2019
		3.	Norman M. Scarborough	Effective Small Business Management, An Entrepreneurial Approach,	Pearson Education, Inc., Upper Saddle River, New Jersey	2012
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Tim Brown , Clayton M. Christensen, Indra Nooyi, Vijay Govindarajan	HBR's 10 Must Reads on Design Thinking	Harvard Business Review Press	2020
		2.	Petty, J.W,Palich L.E;.Longenecker, J.E, Hoy F.	Small Business Management	Cengage Learning	2014
		3.	Christensen, C.M.,.	*The innovator's dilemma: when new technologies cause great firms to fail*	Harvard Business Review Press.	2015.