Annex No. 3		**Second Cycle Study Program**			
1.	Title of course	**Business Communication and Negotiation**			
2.	Code	**MSHR 522**			
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. Nikola Levkov, PhD Full professor			
9.	Language of instruction	English			
10.	Necessary prerequisites for enrolling in the course	None			
11.	Course objectives (competences) and learning outcomes:	The aim of this course is to enhance the communication and negotiation competencies of HR professionals by integrating key concepts and practices from business communication and negotiation. The curriculum addresses both oral and written communication, with a focus on professional speaking, effective business writing, and engaging communication in organizational settings. Students will become familiar with			

		different communication and negotiation styles, as well as methods for assessing and adapting these styles in HR contexts. The course also examines core negotiation strategies used to manage conflict and reach agreements related to salaries, benefits, working conditions, and other aspects of employee compensation. 1) Understand and analyze internal communication strategies in HR contexts, including key interactions with employees, managers, and stakeholders. LO 4.1. and LO 2.1 2) Understand and apply negotiation principles in HR processes, such as recruitment, conflict resolution, and performance discussions, LO 4.1. and LO 5.1. 3) Develop effective HR-focused business communication LO 4.1.		
12.	Detailed course content by chapters and units with learning outcomes for each chapter:	1) Introduction to HR Communication and Negotiation – key concepts and applications SLO> Apply basic communication and negotiation concepts in common HR situations. 2) Interpersonal and Organizational Communication in HR – theories applied to employee relations SLO> Analyze employee relations using key interpersonal and organizational communication theories 3) Effective HR Presentations and Professional Speaking – meetings, briefings, and staff communication SLO> Deliver clear and structured HR presentations adapted to professional audiences. 4) HR Writing in the Digital Age – emails, policies, reports, and announcements. SLO> Produce clear, professional, and audience-appropriate HR written communication. 5) Conflict Management and HR Negotiation – handling disputes and planning negotiations. SLO> Apply negotiation and conflict-management strategies in HR dispute situations. 6) Perception, Bias, Emotions, and Labor Relations SLO> Recognize and manage the effects of perception, bias, and emotions in labor relations.		
13.	Interrelationship of courses:	/		
14.	Detailed description of the teaching and working methods for the course:	1) Readings and Discussions – explore HR communication and negotiation concepts. 2) Group Projects – work together on HR-related assignments. 3) Video Lessons – watch and learn at your own pace. 4) Written Assignments – practice HR emails, reports, and messages. 5) Role-Play and Simulations – experience negotiation and conflict scenarios. 6) Style Assessments – learn about your communication and conflict-handling style. 7) Live Sessions – discuss ideas and practice skills in real time. 8) Online Forum Participation – share insights and interact with peers.		
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		20
	19.2.	Individual tasks / projects (assignments: written and oral), seminar paper/project, written and oral presentations: points		50
	19.3.	Attendance		30
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.	Peter W. Cardon	Business Communication: Developing Leaders for a Networked World	McGraw-Hill Education	2023
2.		Harvard Business Review (cases and articles)	Harvard Business Review Publishing	/
3.				

22.2. Additional literature

No.	Author	Title	Publisher	Year
1.	Mark Dollins and Jon Stemmle	Engaging Employees through Strategic Communication	Routledge	2021
2.		Academy of management perspectives (cases and articles)	AOM – Academy of Management	/
3.				