



**REPUBLIC OF NORTH MACEDONIA
SS CYRIL AND METHODIUS UNIVERSITY IN SKOPJE
FACULTY OF ECONOMICS - SKOPJE**

SUGGESTION:

**PROJECT
ON AMENDMENTS AND ADDITIONS TO THE ONE-YEAR
LEARNING PROGRAM OF POST-GRADUATE STUDIES**

**STRATEGIC HUMAN RESOURCE MANAGEMENT
FACULTY OF ECONOMICS, SKOPJE**

Proposer:



Faculty of Economics, Skopje

Skopje, 2016

**ONE-YEAR LEARNING PROGRAM OF POST-GRADUATE
STUDIES**

STUDY PROGRAM

**STRATEGIC HUMAN RESOURCE MANAGEMENT
FACULTY OF ECONOMICS, SKOPJE**

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1 A. GENERAL DESCRIPTORS OF QUALIFICATIONS FOR POST-GRADUATE STUDIES

Table 1: General descriptors of qualification of the learning programs for post-graduate studies

Knowledge and understanding	<ul style="list-style-type: none"> • - Shows understanding of the theoretical models and concepts of the modern economic and business theory; • - Demonstrates knowledge of different models and strategies that are used for successful management of macroeconomic politics and the business processes in corporations; • - Ability to create and use modern approaches for analysis of the effects of macroeconomic politics and the business decisions in corporations; • - Gains in-depth knowledge of the specific areas of the functioning of the macroeconomic politics and corporations; • - Shows knowledge and abilities to independently participate in scientific and professional discussions.
Application of the knowledge and understanding	<ul style="list-style-type: none"> - Creativity and innovative thinking when it comes to designing new ideas and solutions; - Demonstrates ability for grading and choosing scientific theories, methodologies, and tools in different economic and business areas; - Demonstrates knowledge of the different methods which are used in the research of the economic aspects and business processes; - Prediction of the different economic and business aspects; - Possesses an ability to participate in group discussions, to analyze critically theoretical and practical aspects of the companies' workflow; - An ability to implement quality business decisions.
An ability of estimation	<ul style="list-style-type: none"> • Ability to estimate the macroeconomic situation, the business procedures, and the problems and priorities in different areas; • Demonstrates an ability to identify, collect, analyze, and interpret relevant data; • Ability of independently solving complex issues regarding the practical work and developing of the critical • Ability to analyze, synthesize, and critically evaluate the facts.
Communication skills	<ul style="list-style-type: none"> • Developing and upgrading abilities of team work, leadership, and communication applicable in different corporations and situations;

	<ul style="list-style-type: none"> • Ability of to collect, analyze, grade, and present information; • Ability to work in multidimensional teams in a global and multicultural environment; • Ability to professionally communicate with other professionals of the respective field and also with other representatives of the institution in question.
Learning skills	<ul style="list-style-type: none"> • Ability to analyze, understand, memorize and research data from different fields; • Shows an ability to form an opinion or conclusion about the strengths and weaknesses of the economic and business processes; • Demonstrates an ability to participate in active learning, ability to use scientific research methods and to use relevant literature in their analyzes; • Ability to analyze concrete case studies and analyze scientific works from the respective field; • Shows an interest in continual education and professional development to higher educational levels.

1.b. Specific descriptors of the qualifications with which we discover the results of the learning process for the one-year post-graduate studies with 60 ECTS University studies, Strategic Human Resource Management study program, by the Statute of the national frame of high-educational qualifications

Mission and goals of the study program for post-graduate Strategic human resource management studies.

The mission of the study program for Strategic human resource management is to educate highly-educated professionals which will be further enabled to follow and apply the newest knowledges and worldwide practices of management of human resource's field, and also qualified HRM professionals who are able to satisfy the needs for quality, motivated, and loyal human resources in their organizations.

The study program of post-graduate Strategic human resource management studies has a goal to produce qualified MA's who will further upgrade their profession, who will be able to develop their work environment through innovative and business way of thinking, who will be applying the principles of efficiency and ethic with their employees, and who will be able and open to accept and quickly adjust to the organizational changes which are brought by today's globalized and dynamic work. It is expected that the MA's will gain rich and heterogeneous experience, and also develop appropriate knowledge, skills, and abilities in the field of organizational sciences with special accent to strategic human resource management.

Through continuous transfer of modern and specialized knowledge and skills from the field of human resource management in corporations, the students will have generic (general) and specific competences (Table 4).

Table 2: Level of national and European frame for BA qualifications

Level of national frame for BA qualifications	High education	Level of European frame of BA qualifications
VIIA	Second cycle of University, master academic studies, one-year studies. 60 ECTS	7

Table 4: Specific descriptors of the qualification of the study program

Knowledge and understanding	<ul style="list-style-type: none"> - To recognize the strategic impact of HRM functions towards implementing the organizational strategy; - To manifest ability of applying and developing different methods for upgrading the quality of the work processes; - To show in-depth knowledge of the challenges that modern strategic human resource management will have to face and the potential solutions of them; - To know the latest research in the field of strategies, human resource management, and organizational behavior.
Application of the knowledge and understanding	<ul style="list-style-type: none"> - To put into practice the gained in-depth specific knowledge of creating politics, practical experiences, and plans for strategic human resource management in organizations; - To be agents of change; - To design appropriate organizational culture; - To make the employment process more efficient – searching and attracting the most suitable candidates, successfully managing the process of interview and selection of the candidates, creating a database with potential candidates for future employment, lowering the expenses for employment; - To be able to measure, manage, and reward the performances of the employees – successful monitoring of the employees' results through choice of appropriate and modern methods of performance measurement, and their connection with the individual, group, and organizational goals and reward of their accomplishment.
Ability of estimation	<ul style="list-style-type: none"> -Ability to understand the strategic needs and goals of organizations as well as successfully anticipating the organizational changes that follow; -Ability to link training and training of employees with the strategy of the organization; - Ability to assess the needs and expectations of the employees and connect them with modern and specifically designed systems for rewarding employees depending on their jobs, the competencies required, and the results they achieve; -Ability to assess employee potentials and identifying talented employees; -Meeting the business needs of organizations - by identifying the requirements for the free workplaces and determining the needs for new employments and engagement in a timely direction to satisfy those needs appropriately.
Communication skills	<ul style="list-style-type: none"> -Building an image of authoritative, fair and trustworthy professionals who will know how to lead employees;

	<ul style="list-style-type: none"> -Ability to motivate employees and influence their performance through direct, open and honest communication; -Ability to prevent, resolve and manage potential conflicts, labor disputes and crises in organizations.
Learning skills	<ul style="list-style-type: none"> -Facilitating and encouraging organizational learning and employee development, and applying an active approach to knowledge management in organizations; - Recognizing the personal need for continuous learning and ability to independently acquiring new knowledge, skills, and abilities; -Ability to take responsibility for further professional development and improvement for themselves and their employees.

Jobs for which the master graduates are qualified

The study program Strategic human resource management is carefully constructed to satisfy the educational needs of the students who have started or want to have a career in this profession, to develop their knowledge, and to gain specific skills in the field of strategic human resource management. After completing the studies, students will gain knowledge, skills, and competences which will enable them to get a job in the private or public sector like:

- managers or professionals working in the fields of human resources in private companies;
- entrepreneurs and line managers which in accordance with the description of the qualifications for the job are also responsible for managing the human resources;
- directors or employers responsible for the human resource management in the public institutions (police, education, health, foreign affairs etc) or in specific organizations like Ministry of information society and administration, Ministry of labor and social policy, or in other ministries, then in all those institutions in which some of the basic HRM functions like employment, training and development and employee relations are being practiced;
- employed in employment mediation agencies, centres for training and career development, and consulting companies;
- employed in educational institutions as lecturers or researchers in this field.

Used legal provisions when making the elaborate for re-accreditation

The re-accreditation elaborate for the strategic human resource study program is made according to the law principles of:

- The Law on higher education of the Republic of North Macedonia;
- The rulebook for the organization, work, way of deciding, methodology, the procedure for accreditation, criteriums, and standards of accreditation, and other questions concerning the work of the Accreditation board on higher education of the Republic of North Macedonia;
- The Statute of the University Ss. “Cyril and Methodius”;
- The rulebook of the conditions, criteria, and rules for enrollment and studies of first and second cycle University studies of the University Ss. “Cyril and Methodius”;
- Rulebook on the adoption of study programs of the University Ss. “Cyril and Methodius”;
- The Rulebook on compulsory component who need to have the study programs form the first, second, and third cycle of studies.

Qualification obtained:

Master in Strategic human resource management.

1. DECISIONS ON AMENDMENT AND ADDITIONS TO THE SECOND CYCLE HUMAN RESOURCE MANAGEMENT STUDY PROGRAM FROM THE TEACHING-SCIENTIFIC COUNCIL OF FACULTY OF ECONOMICS - SKOPJE



Универзитет „Св. Кирил и Методиј“ во Скопје
Економски факултет - Скопје



Бр. 02-2110/39

Дата. 02-12 2016 година

Врз основа на член 63 од Законот за високото образование (Сл.весник на Р.Македонија бр.35/08...127/16), и член 39 од Правилникот за внатрешните односи и работењето на Економскиот факултет - Скопје во состав на Универзитет „Св. Кирил и Методиј“ во Скопје, Наставно – научниот совет на седницата одржана на ден 25.11.2016 година, ја донесе следната

ПРЕДЛОГ ОДЛУКА

СЕ ВРШИ ИЗМЕНУВАЊЕ И ДОПОЛНУВАЊЕ на проектите на едногодишните студиски програми на втор циклус студии: **Стратегиски менаџмент на човечки ресурси, МБА менаџмент, Е-бизнис менаџмент, Менаџмент во осигурувањето, Маркетинг, Европски студии, Управување во јавниот сектор, Монетарна економија, финансии и банкарство и Статистички методи за бизнис и економија**, студиски програми кои се реализираат на Универзитет „Св. Кирил и Методиј“ во Скопје, Економски факултет - Скопје.

СЕ ВРШИ ИЗМЕНУВАЊЕ И ДОПОЛНУВАЊЕ на проектите на двегодишните студиски програми на втор циклус студии: **Стратегиски менаџмент на човечки ресурси, Е-бизнис менаџмент и Монетарна економија, финансии и банкарство**, студиски програми кои се реализираат на Универзитет „Св. Кирил и Методиј“ во Скопје, Економски факултет - Скопје.

Мислење и препорака во врска со содржината на предложените проекти за изменување и дополнување на студиските програми на прв и втор циклус студии дава Одборот за соработка и доверба со јавноста на Економскиот факултет - Скопје.

По добиеното мислење од страна на Одборот за соработка и доверба со јавноста на Економскиот факултет – Скопје, проектите, согласно член 52 од Законот за високото образование (Сл.весник на Р.Македонија бр.35/08...127/16), потребно е да се достават до Универзитетскиот сенат на Универзитет „Св. Кирил и Методиј“ во Скопје, заради понатамошно постапување.

Прилог на оваа предлог – одлука претставуваат проектите за изменување и дополнување на студиските програми наведени во став 1 и 2 од оваа предлог одлука.

Оваа предлог одлука да се достави до:

- Универзитет „Св. Кирил и Методиј“ во Скопје,
- Одбор за соработка и доверба со јавноста
- Раководител на Совет за втор циклус студии
- Раководители на колегиуми на студиски програми
- Досие на предмет
- Архива
- Досие на седницата

Изработил: Д.К



ДЕКАН

Проф. д-р Љубомир Дракулевски

2. DECISION ON ADOPTION OF THE STUDY PROGRAM FROM THE RECTORAL MANAGEMENT OR UNIVERSITY SENATE



Универзитет „Св. Кирил и Методиј“ во Скопје
Ss. Cyril and Methodius University in Skopje

Одлука од УС

Ознака: ОБ 5.5/13

РЕПУБЛИКА МАКЕДОНИЈА
Универзитет „Св. Кирил и Методиј“ во Скопје
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Бр. 02-982/27
27.12.2016
Скопје

Примено	29.12.2016
Организац.	11
Вредност	2415/3

Врз основа на член 104 од Законот за високото образование, член 246 од Статутот на Универзитетот „Св. Кирил и Методиј“ во Скопје, по предлог на Наставно-научниот совет на Економскиот факултет, Универзитетскиот сенат на Универзитетот „Св. Кирил и Методиј“ во Скопје, на 6. седница одржана на 27 декември 2016 година, донесе

ОДЛУКА

за усвојување на Проектот за измени и дополнувања на студиската програма од втор циклус студии по *стратегиски менаџмент на човечки ресурси* (едногодишни) на Економскиот факултет

Член 1

Универзитетскиот сенат го усвојува Проектот за измени и дополнувања на студиската програма од *втор циклус студии по стратегиски менаџмент на човечки ресурси* (едногодишни) на Економскиот факултет.

Член 2

Универзитетскиот сенат го упатува проектот од член 1 на оваа Одлука до Одборот за акредитација и евалуација на високото образование на натамошна постапка за акредитација. Проектот во печатена и во електронска форма до Одборот за акредитација и евалуација на високото образование се доставува од страна на единицата на Универзитетот - предлагач и организатор на студиската програма.

Член 3

Оваа Одлука стапува во сила со нејзиното донесување и ќе се објави во *Универзитетски гласник*.

Ректор
Проф. д-р Никола Данкуловски



Доставено до:
- Економскиот факултет
- Одборот за акредитација и евалуација на високото образование

3. SCIENTIFIC-RESEARCH REGION, FIELD, AND AREA WHERE THE STUDY PROGRAM BELONGS

Table 5: Affiliation of the study program

Scientific region	5. Social sciences
Scientific field	5.06 Organizational sciences and management
Scientific area	50622 Human resource management

4. TYPE OF THE STUDY PROGRAM (ACADEMIC OR EXPERT)

The study program of second cycle studies - Strategic human resource management is an **academic study program**.

5. EDUCATIONAL DEGREE (CYCLE OF STUDIES)

The study program is from the **second cycle of studies**.

6. GOAL AND JUSTIFICATION FOR IMPLEMENTING THE STUDY PROGRAM

The study program of the second cycle studies – Strategic human resource management is a subject of re-accreditation of the already established study program.

7. YEARS AND SEMESTERS OF DURATION OF THE STUDY PROGRAM

Second cycle study program in Strategic Human Resource Management which is suggested with this elaborate will be realized as an **one-year study program** i.e **two semesters** following the model **4+1**.

8. ECTS CREDITS WHICH THE STUDENT WILL ACQUIRE

For getting the title Master of Organizational Sciences and Management from the field of Strategic Human Resource Management, the student according to the Law on Higher Education should achieve **60 ECTS**, as in the model **4+1**.

9. WAY OF FINANCING

Coverage of costs for conducting postgraduate studies of the study program Strategic Human Resource Management will be realized by self-financing of the candidates.

The ammount, the way of paying, and all the other conditions regulated with the Rulebook on conditions, criteriums, and rules for beginning the first and second cycle of studies at the Ss. Cyril and Methodius University in Skopje.

10. CONDITIONS OF ENROLLMENT

To the one-year study program on Strategic Human Resource Management can be enrolled students who have completed four-year undergraduate studies or study program from first cycle studies accordint to ECTS with 8 semesters or the minimum of 240 credits.

11. INFORMATION ON CONTINUING THE EDUCATION

After finishing the second cycle University studies, the Strategic Human Resource Management study program at the Faculty of Economics - Skopje, the student will be able to continue their education on the third study cycle.

12. FIXED RATIO BETWEEN THE COMPULSORY AND THE ELECTIVE SUBJECTS AND A DEFINED WAY OF SUBJECT CHOICE

The one-year studies of the Strategic Human Resource study program (model 4+1) are organized in one study year i.e. two semesters.

1. **Four compulsory subjects**determined by the study program according to semesters of studying (maximum 60% out of the total number of provided subjects)
2. **Two elective subjects**determined by the study program according to semester of studying (30% out of the total number of the subjects provided)
3. **One elective subjects**(10% out of the total number of subjects) from the List of subjects determined by Ss. “Cyril and Methodius” University in Skopje.

In the first semester, the students listen to and take exams of three compulsory subjects and two elective subjects one of which elective subject is being chosen from the List of free elective subjects for the second cycle and one elective subject is being chosen from the University list of free elective subjects. The second semester consists of one compulsory and one elective subject which is being chosen from the List of free elective subjects for the second study cycle by the Faculty of Economics - Skopje (see Table 6.). All subjects are one-semester based. At the end of each semester, the student gets a signature from the professors that were teaching the subjects for neatly visiting the teaching and participating in the teaching activities. The methods of teaching and grading the students' accomplishments, i.e. the way of checking their knowledge, are concisely and clearly determined in the subjects' programs of every respective subject of this study program which are given in the Addition of this Elaborate. In the second semester, apart from the listening of the subjects, the students are working on

preparing their master thesis. The formal submission of the thesis usually is done after passing the planned subjects, i.e. after accomplishing the minimum of 44 ECTS credits. The successfully written and presented master thesis carries an additional 16 ECTS. The study program's total number of credits is 60 ECTS. Each credit equals 25 hours of total activity from the student's part. The volume and the organization of the program are shown in Tables 7,8, and 9 in detail.

Table 6: Schedule of the compulsory and elective subjects of the Strategic Human Resource Management study program

Num ber	<u>Compulsory</u> subjects	ECTS	I semester	II semester
1	Compulsory subject	7	■	
2	Compulsory subject	7	■	
3	Compulsory subject	7	■	
4	Compulsory subject	7		■
Num ber	<u>Elective</u> subjects			
1	List of elective free subjects for second cycle studies at Faculty of Economics - Skopje	7	■	
2	List of elective free subjects for second cycle studies at Faculty of Economics - Skopje	7		■
3	List of elective free subjects for second cycle studies at Ss "Cyril and Methodius" University - Skopje	2	■	
	Master thesis	16		■
	Total ECTS:	60	30	30

*The students have a right to choose two subjects from the list of free elective subjects from second-cycle studies at the Faculty of Economics - Skopje and one subject from the list of free elective subjects for second-cycle studies at the Ss. "Cyril and Methodius" University in Skopje.

**TABLE 7: DETAILED STRUCTURE OF THE ONE-YEAR STUDY PROGRAM
STRATEGIC HUMAN RESOURCE MANAGEMENT**

P.б.	Code	Subject	Professor	Semester	Type	Activities by the hours			ECTS
						Learning & Project and individual	Total	engagement	
FIRST SEMESTER (WINTER) FROM SECOND STUDY CYCLE STRATEGIC HUMAN RESOURCE MANAGEMENT									
1.	SHR510	<u>Стратегиски менаџмент на човечки ресурси</u> Strategic Human Resource Management	Prof. Ljupco Eftimov, PhD	9	3П	40	135	175	7
2	SHR520	<u>Меѓународен менаџмент на човечки ресурси</u> International Human Resource Management	Prof. Stojan Debarliev, PhD	9	3П	40	135	175	7
3	SHR530	<u>Развој на професионални вештини за вработување</u> Developing Professional Employability Skills	Prof. Ljupcho Eftimov, PhD Prof. Nikola Levkov, PhD	9	3П	40	135	175	7
4		<u>Изборен предмет 1</u> Elective course 1	From the list of the Faculty (Table 2)	9	ИП	40	135	175	7
5		<u>Изборен предмет 2</u> Elective course 2	From University's list (Table 3)	9	ИП	10	40	50	2
TOTAL FIRST SEMESTER FROM SECOND STUDY CYCLE:								750	30
SECOND SEMESTER (SUMMER) FROM SECOND STUDY CYCLE STRATEGIC HUMAN RESOURCE MANAGEMENT									
6.	MGT518	<u>Организациско однесување</u> Organizational Behaviour	Prof. Ljubomir Drakulevski, PhD	10	3П	40	135	175	7
7.		<u>Изборен предмет 3</u> Elective course 3	From the list of the Faculty (Table 2)	10	ИП	40	135	175	7
		<u>Магистерски труд</u> Master thesis		10	3П			400	16
TOTAL SECOND SEMESTER FROM SECOND STUDY CYCLE:								750	30
TOTAL FIRST AND SECOND SEMESTER FROM SECOND STUDY CYCLE:								1500	60

Number	Module	Subject	Professor	Semester	Type	Activities by the hour			ECTS
						Learning computer	Poect and individual	Total engagemce	
1.	MGT519	Новиможности и претприемништво	Prof. Stojan Debarliev, PhD	9	ИП	40	135	175	7
		New opportunities and Entrepreneurship							
2.	SHR560	Менаџментинформациони системи	Prof. Nikola Levkov, PhD	9	ип	40	160	200	8
		Management Information Systems							
3.	MGT520	Менаџментнапромени	Prof. Leonid Nakov, PhD	9	ИП	40	160	200	8
		Change Management							
4.	SHR580	Теоријанаорганизација	Prof. Kiril Postolov, PhD	9	ИП	40	160	200	8
		Theory of organization							
5.	SHR540	Менаџментнаперформанси Performance management	Prof. LjupchoEftimov, PhD	10	ИП	40	160	200	8
6.	SHR550	Менаџментназнаење Knowledge Management	Prof. Nikola Levkov, PhD	10	ИП	40	160	200	8
7.	SHR570	Деловнаетика Business ethics	Prof. Leonid Nakov, PhD	10	ИП	40	135	175	7
8.	ACC520	Корпоративноуправување	Prof. Stojan Debarliev, PhD	10	ИП	40	135	175	7
		Corporate governance							
Legend: ЗИП –compulsory subject ИП – elective subject									

Number	Module	Subject	Professor	Semester	Type	Activities by the hour			ECTS
						Learning computer	Project and individual	Total engagemge	
1	Code	Subject from the University's list		10	ИП	10	40	50	2
Legend: ЗП – compulsory subject						ИП – elective subject			

13. DATA OF THE SPACE NEEDED FOR REALIZATION OF THE STUDY PROGRAM

The space for the realization of the study program is provided on the Faculty of Economics's map at the beginning of this elaborate. For this study program is chosen **Amphitheatre 1**.

14. LIST OF EQUIPMENT DETERMINED FOR REALIZATION OF THE STUDY PROGRAM

At the Faculty of Economics, Ss Cyril and Methodius University in Skopje, all the conditions for the realization of the study program from second-cycle academic master's studies for **Strategic human resource management** are being met.

Regarding space and equipment, the Faculty of Economics is a technology leader in our country and it uses the newest and most modern computer and audio-visual equipment.

For the realization of the lectures, the following equipment will be used:

- Table – quantity 1,
- Video projector – quantity 1,
- Projection canvas – quantity 1,
- Personal computer (HP Pentium 4) – quantity 1,
- Audio sound - quantity 2
- Audio mixer – quantity 1,
- Wired and wireless internet.
- The Zephyr platform for electronic learning – free software.

Besides the above-mentioned equipment which is located at Amphitheatre 1 determined previously for realizing the classes of this study program, the students will also be allowed to use all the additional equipment and resources that are in property of the Faculty of Economics - Skopje.

15. SUBJECT PROGRAMS WITH INFORMATION ACCORDING TO ARTICLE 4 OF THIS RULEBOOK

The subject programs of all study programs of second-cycle studies Strategic human resource management are listed in Addition 1.

17. List of teaching staff with data listed in Article 5 from the Rulebook of the common elements

The teaching staff responsible for implementing the lectures for the compulsory subjects of the second-cycle studies study program of Strategic human resource management, as well as the elective subjects that are being chosen from the List of free elective subjects for second-cycle studies at the Faculty of Economics - Skopje, University "Ss. Cyril and Methodius" (Table 10). The teaching staff fulfills all the necessary professional and scientific qualifications for implementing the lectures for the subjects provided in the program according to the Law on higher education of the Republic of North Macedonia.

For the realization of the study program, there will be guests from the business community, the scientific community, and the public administration.

The data of the professors' profiles and their qualifications are provided in the Addition 2 of this Elaborate.

Table 10. List of professors that will be teaching the Strategic human resource study program

Num ber	Name, Surname, and	Универзитет-факултет
1.	LjupchoEftimov, PhD - Associate professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
2.	Stojan Debarliev, PhD - Associate professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
3.	LjubomirDrakulevski, PhD - Regular professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
4.	Nikola Levkov, PhD - Associate professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
5.	Kiril Postolov, PhD - Regular professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
6.	Leonid Nakov, PhD - Associate professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
8.	Predrag Trpeski, PhD - Associate professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
9.	SashoJosimovski, PhD - Regular professor	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje
10.	Aleksandra JaneskaIliev, PhD - assistant	Faculty of Economics, Ss. "Cyril and Methodius" University - Skopje

18. Statement by the professor for giving consent on participation in teaching certain subjects from the study program.

The statements from the teaching staff of all study programs from second-cycle studies at the Faculty of Economics - Skopje, Strategic human resource management are given in Addition 3.

19. Statement from the Institution of higher learning for the participation of the professor in the realization of the study program

For the realization of this study program from second-cycle studies of

ЕКОНОМСКИ ФАКУЛТЕТ - СКОПЈЕ – ВТОР ЦИКЛУС СТУДИИ - СТРАТЕГИСКИ МЕНАЏМЕНТ НА
Strategic human resource management study program will be chosen as own teaching staff with appropriate scientific and professional qualifications in accordance with the standards of the Law on higher education and the rulebooks of the University “Ss. Cyril and Methodius” together with the Faculty of Economics, Skopje. Personnel coverage for the subjects at question shall be determined by a decision of the Teaching-scientific council. If a need for professors from other faculties arises in the future, their consent will be provided in a regional procedure.

20. Planned number of students for enrollment in the study program

The number of the students is given with the draft decision from the Teaching-scientific counsel at the Faculty of Economics - Skopje. The correct number is being determined by the Government of the Republic of North Macedonia in collaboration with the Rectorate of University “Ss. Cyril and Methodius” Skopje. The total number of the students, determined with the solution for accreditation of the study program, is 60 students.

21. Information on provided compulsory and additional literature

At the Faculty’s library as well as at the subject professors are provided all the necessary titles according to the governmental norms from the suggested basic (10%) and additional (5%) literature.

22. Information on the web page

<http://eccf.ukim.edu.mk/Programmes/61/2/38>

23. The professional i.e. scientific title that is given to the student after completing the study program

The Academic title that is given to the student after finishing the study program of the second cycle studies in Strategic human resource management that is suggested by this elaborate is Master of Strategic human resource management.

24. Activities and mechanisms through which the lectures are developing and taking place

Within the study program of second-cycle studies in Strategic human resource management will be implemented methods of continuous evaluation, self-evaluation, i.e. systems of grading the quality for developing and maintaining the quality and the control of the quality of the teaching staff. The procedures are in accordance with the provisions from the Law on higher education in the Republic of North Macedonia, as well as in accordance with previously established mechanisms for evaluation within “Ss. Cyril and Methodius” University that are being practiced in all existing study programs at the Faculty of Economics - Skopje.

The provision and the quality and control maintenance of this study program will be in accordance with the activities and the mechanisms which are being implemented in all study programs and apply to all participants of the teaching process at the Faculty of Economics. The previously listed activities and mechanisms of self-evaluation apply to:

- the development of the teaching content;
- the realization of the teaching process;
- grading the students;
- the development of the Master thesis;
- students’ poll grading of the quality of the teaching at the end of each semester for every subject

- students' grading of the study program quality and the remaining procedures which apply to the usage of the resources and logistics through the learning process at the end of the studies.

ADDITION 1:

Second-cycle subject programs of all study programs

The program of each subject that is a part of the second cycle Strategic human resource management study program is described in details in a distinctive spreadsheet view in continuation, which consists of: name of the subject in Macedonian language, subject's password, semester in which the subject takes place, whether it is compulsory or elective, responsible professors, learning goals and competencies, subject content, teaching methods, total number of hours and their distribution, way of grading, and recommended literature.

Second cycle subject program					
1.	Title of the teaching subject	Strategic human resource management			
2.	Code	SHR510			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1year 9 semester(winter)	7.	Number of ECTS	7
8.	Professor	Associate prof. LjupchoEftimov, PhD			
9.	Prerequisites forenrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: 1. explain the meaning and the necesityof the strategic management for the work in today’s modern companies; 2. link the function of the human resource management with the company’s strategic goals and its mission; 3. implementsuitable model of strategic human resource management.				
11.	Content of the subject: <ul style="list-style-type: none">▪ Global trends in human resource management;▪ The difference between human resource management and the strategic human resource management;▪ The concept of the strategic human resource management;▪ Work analysis;▪ Human resource planing;▪ Recruitment of human resources;▪ Selection ofhuman resources;▪ Training ofhuman resources;▪ Development of the human resources through “learning organization”;▪ Measuring the performances and the employee’s engagement;▪ Paying and rewarding the human resources;▪ Career development and talent management strategy;▪ Stress management in the organization;▪ Employees’ relationship management.				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting edu movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total avaiable fund on time		7 ECTS x 25 classes = 175		
14.	Allocation of avaiable time		40+15+120 = 175		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction	40	
		15.2.	Exercises (laboratory, auditory), seminars, team work	15	
16.	Other forms of activities	16.1.	Project tasks	30	
		16.2.	Freelance tasks	40	
		16.3.	Home learning	50	
17.	Way of grading		70+20+10 = 100points		
	17.1.	Tests	70		

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	17.2.	Seminar work/project (presentation: written and spoken)			20 points	
	17.3.	Activity and participation			10 points	
18.	Criteria for grading (points/mark)	less than 60 points			5 (five) (F)	
		from 61 to 68 points			6 (six) (E)	
		from 69 to 76 points			7 (seven) (D)	
		from 77 to 84 points			8 (eight) (C)	
		from 85 to 92 points			9 (nine) (B)	
		from 93 to 100 points			10 (ten) (A)	
19.	Condition for getting a signature and right for taking the final exam		Realized activities from points 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Quality monitoring method of teaching		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Eftimov, Lj., Bojadzioski, D.,	Human Resource Management, 2 nd edition	Faculty of Economics - Skopje	2017
		2.	Armstrong M.	Strategic Human Resource Management: A Guide to Action, 6 th edition,	Kogan Page, London, U.K.,	2016
		3.	Bolander, V. G; Schnell, A. Scott.	Managing Human Resources, 15 th edition (translation to Macedonian),	Geneks –Kocan	2011
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Schuler, R.S.; Jackson, E.S.	Strategic Human Resource Management, 2 nd edition,	Blackwell Publishing, Oxford, U.K.,	2007
		2.	Mathis L.R.; Jackson, H.G.	Human Resource Management, 12 th edition (translation to Macedonian),	Magor – Skopje,	2010

Second cycle subject program					
1.	Title of the teaching subject	International human resource management			
2.	Code	SHR520			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 9semester (winter)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Stojan Debarliev, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 240 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: 1. understand the context of globalization and international business 2. recognize the cultural differences and organizational culture of multinational companies 3. realize the organizational structure and strategy of multinational companies 4. identify the key differences between human resource management at national and international levels 5. understand and apply the main HRM functions in international business 6. understand the international HRM practices in the global context 7. understand the role of the HRM field in mergers and acquisitions of the multinational companies.				
11.	Content of the subject: ▪ The International business and the international human resource management; ▪ The cultural differences and the organizational culture of the multinational companies; ▪ The organizational structure and strategy of the multinational companies; ▪ International planning, recruitment, and selection of human resources; ▪ Performance management of the international human resources; ▪ Training and development of the international human resources; ▪ Payment of the international human resources; ▪ The HRM role in international merging and acquisitions				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total available fund on time		7 ECTS x 25 classes = 175 classes		
14.	Allocation of available time		40+15+120 = 175 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction		40 classes
		15.2.	Exercises (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Freelance tasks		40 classes
		16.3.	Home learning		50 classes
17.	Way of grading 70+20+10 = 100points				
	17.1.	Tests			70 points
	17.2.	Seminar work/project (presentation: written and spoken)			20 points
	17.3.	Activity and participation			10 points
18.	Criteria for	less than 60 points			5 (five) (F)

	grading (points/mark)	from 61 to 68 points		6 (six) (E)		
		from 69 to 76 points		7 (seven) (D)		
		from 77 to 84 points		8 (eight) (C)		
		from 85 to 92 points		9 (nine) (B)		
		from 93 to 100 points		10 (ten) (A)		
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Quality monitoring method of teaching	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Charles Hill	International Business: Competing in the Global Market, 7 th edition (translation)	Magor, Skopje	2010
		2.	Peter J Dowling, Marion Festing, Allen Engle	International Human Resource Management, 6 th edition	Cengage Learning, Boston	2013
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Anne-Wil Harzing, Ashly H. Pinnington	International Human Resource Management, fourth edition	Sage, Los Angeles	2015
		2.	Miguel Martinez Lucio (editor)	International Human Resource Management: En Employment Relations Perspective	Sage, Los Angeles	2014
		3	James C. Hayton, Michal Biron, Liza Castro Christiansen, Bard Kuvaas	Global Human Resource Management Casebook	Routledge, New York	2012

Second cycle subject program					
1.	Title of the teaching subject	Developing Professional Employability Skills			
2.	Code	SHR530			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1year 9semester(winter)	7.	Number of ECTS	7
8.	Professor	Associate prof. LjupchoEftimov, PhD Associate prof. Nikola Levkov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: <div><div>1. Demonstrate critical consciousness about the most important challenges that the human resource management will have to face in the near future;</div><div>2. Identify the key professional competences of the future human resource managers (experts for human resources, mediation, employee relations, mentoring, leadership and directing, ability of team work and respecting and managing the differences, good business sense, able to maintain a motivated, engaged, creative, inovative, and flexible work environmen and so on).</div><div>3. Maintain their flexible, adaptive, and developing potential to successfully implement the new professional skills;</div><div>4. Upgrade their competence and the competitiveness of the organization.</div></div>				
11.	Content of the subject: <div><div>▪ Building teams</div><div>▪ Promoting employees' motivation and engagement;</div><div>▪ Encouraging innovations, creativity, and flexibility at the work place;</div><div>▪ Recognizing, attracting, and keeping the talents in the organization/team;</div><div>▪ Mentoring and development;</div><div>▪ Conflict management;</div><div>▪ Time management and effective meeting management;</div><div>▪ Written communication;</div><div>▪ Negotiating and relationship with employees;</div><div>▪ Cross-cultural communication;</div><div>▪ Application of sofisticated information systems in human resource management.</div></div>				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total avaiable fund on time		7 ECTS x 25 classes = 175 classes		
14.	Allocation of avaiable time		40+15+120 = 175 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction	40 classes	
		15.2.	Exercises (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Freelance tasks	40 classes	
		16.3.	Home learning	50 classes	
17.	Way of grading		70+20+10 = 100points		
	17.1.	Tests	70 points		
	17.2.	Seminar work/project (presentation: written and spoken)	20 points		

	17.3.	Activity and participation			10 points	
18.	Criteria for grading (points/mark)	less than 60 points		5 (five) (F)		
		from 61 to 68 points		6 (six) (E)		
		from 69 to 76 points		7 (seven) (D)		
		from 77 to 84 points		8 (eight) (C)		
		from 85 to 92 points		9 (nine) (B)		
		from 93 to 100 points		10 (ten) (A)		
19.	Condition for getting a signature and right for taking the final exam		Realized activities from points 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Quality monitoring method of teaching		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Ulrich, Dave, Wayne Brockbank, Dani Johnson, Kurt Sandholtz, Jon Younger	HR Competencies-Mastery at the Intersection of People andBusiness	Society For Human Resource Management	2008
		2.	Gaffey, Mary Ellen	Essentials of Business Communication(translation to Macedonian),	Geneks-Kochani	2011
		3.	Bolander, V. G; Schnell, A. Scott.	Managing Human Resources, 15 th edition (translation to Macedonian),	Geneks - Kochani	2011
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
1.		Minns, Thomas, L.	Business communication	Ars Lamina	2012	
2.		Dave Ulrich, Jon Younger, WayneBrockbank, Mike Ulrich	HR from the Outside In: Six Competencies for the Future of Human Resources	McGraw-Hill Education	2012	

Second cycle subject program					
1.	Title of the teaching subject	Organizational Behavior			
2.	Code	MGT518			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 10semester (summer)	7.	Number of ECTS	7
8.	Professor	Prof.LjubomirDrakulevski, PhD Assistant Prof. Aleksandra Janeska-Iliev			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: <ol style="list-style-type: none">1. Understand why theory has different concepts for people's behavior in the organization and why ethical behavior in the organization should be developed2. Use knowledge to determine the place of people in the organizational structure3. Respect and develop leadership as a very important dimension of the management profession and become true leaders for individuals and groups in the organization4. Support and understand ethical behavior in the workplace and in communicating with people as a precondition for enhancing job satisfaction and reducing stress5. Understand and stimulate motivation at work6. Understand how power is distributed in the organization, why it exists and how political processes should be organized related to organizations7. Understand why organizational culture is important bounded to continuous improvement8. Understand why the acceptance of organizational change and organizational development are the only ways for the organization to survive in modern times.				
11.	Content of the subject: <ul style="list-style-type: none">• Introduction• Individual processes in organizations• Improving the performance of organizations• Interpersonal processes in organizations• Organizational processes and characteristics• Integrating individuals, groups and organizations				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total available fund on time		7 ECTS x 25 classes = 175 classes		
14.	Allocation of available time		40+15+120 = 175 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction	40 classes	
		15.2.	Exercises (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Freelance tasks	40 classes	
		16.3.	Home learning	50 classes	
17.	Way of grading 70+20+10 = 100points				
	17.1.	Tests			70 points
	17.2.	Seminar work/project (presentation: written and spoken)			20 points

	17.3.	Activity and participation			10 points	
18.	Criteria for grading (points/mark)	less than 60 points		5 (five) (F)		
		from 61 to 68 points		6 (six) (E)		
		from 69 to 76 points		7 (seven) (D)		
		from 77 to 84 points		8 (eight) (C)		
		from 85 to 92 points		9 (nine) (B)		
		from 93 to 100 points		10 (ten) (A)		
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Quality monitoring method of teaching	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Gregory Moorhead and Ricky W. Griffin:	<i>Organizational Behaviour</i>	Houghton Mifflin Company, Boston	2003
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Kinicki A.Kreitner R.	<i>Organizational Behavior: KeyConncepts, Skills&BestPractices</i>	McGraw-Hill, New York	2006
		2.	Robbins, S.P.T.A. andTimothy, A., Judge,	<i>Organizational Behavior (15th Edition)</i>	Prentice Hall, New Jersey	2012

Second cycle subject program					
1.	Title of the teaching subject	Performance management			
2.	Code	SHR540			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1year 10semester (summer)	7.	Number of ECTS	8
8.	Professor	Associate prof. LjupcoEftimov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: <ul style="list-style-type: none">▪ Demonstrate critical conscience for the newest findings in the field of performance management;▪ Identify the benefits of the organizational performance management of employees, managers, and the whole organization;▪ Translate the organizational strategies in concrete indicators for measuring the organizational performances;▪ Design effective system for organizational performance management and to define the steps needed for their successful implementation;▪ Create and connect the systems for performance management with the salary and the rewards for the employees;▪ Find practical solutions and to initiate appropriate measures for leveling up the organizational performances.				
11.	Content of the subject: <ol style="list-style-type: none">1. The concept of measuring the organizational performances;2. The view of the organizational performances through the prism of the different business functions;3. The contemporaryas opposed to the traditionalfollowing of the organizational prrformances;4. Managing organizational performance;5. Organizational performance management systems;6. Dominant concepts for managing organizational performance in practice;7. Linking performance with employees' salaries and their rewards;8. Rewards and benefitts for specific categories of employees (CEOs and members of the management and supervisory board) - managerial contracts, scientists, andtalented employees, comercialists, hi-tech employees and Internet firms).				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total avaiable fund on time		8 ECTS x 25 classes = 200 classes		
14.	Allocation of avaiable time		40+15+145 = 200 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction	40 classes	
		15.2.	Exercises (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Freelance tasks	40 classes	
		16.3.	Home learning	75 classes	
17.	Way of grading		70+20+10 = 100points		
	17.1.	Tests	70 points		

	17.2.	Seminar work/project (presentation: written and spoken)			20 points	
	17.3.	Активност и учество			10 points	
18.	Criteria for grading (points/mark)	less than 60 points			5 (five) (F)	
		from 61 to 68 points			6 (six) (E)	
		from 69 to 76 points			7 (seven) (D)	
		from 77 to 84 points			8 (eight) (C)	
		from 85 to 92 points			9 (nine) (B)	
		from 93 to 100 points			10 (ten) (A)	
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Quality monitoring method of teaching	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	EftimovLjupcho	Performance management, teaching aid	Faculty of Economic s - Skopje	2013
		2.	Bourne, M., Bourn P.	Handbook of Corporate Perofrmance management	John Wiley and Sons, Ltd. U.K.,	2011
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
1.		Milkovich, T., George; Newman, M. Jerr	Plaćeimodelin agrađivanja	Masmedia, Zagreb	2006	
2.		Neely, A.D.,	Business Performance Measurement: Theory and Practice	Cambridge University Press, Cambridge	2002	

Second cycle subject program					
1.	Title of the teaching subject	Change management			
2.	Code	MGT520			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1year – 9 semester (winter)	7.	Number of ECTS	7
8.	Professor	Prof.Leonid Nakov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: 1. Prepare managerial decisions for the current state, nature, and the depth of the need for organizational changes; 2. Recognize and manage the forces for, as well as with the forces against the changes, at individual, group/team, and organizational level; 3. Develop managerial skills and abilities for each phase of the change management process; 4. Understand the basic differences between the evolutionary and revolutionary approaches of managing organizational changes; 5. Learn the different usage of the strategies and tactics for managing changes, according to the phase of the life cycle and relations with the external environment; 6. Master the usage of the information technologies and the social responsibility in managing change; 7. Perceive the inter-connectedness and inter-dependence of change management and organizational development.				
11.	Content of the subject: ▪ The nature of change management; ▪ Concept, process, and approaches for change management; ▪ Individual, group/team, organizational, as well as and strategic, tactic and operatrive changes; ▪ Stimulating and opposing forces of change management; ▪ Strategies and tactics for change management; ▪ Information technologies and social responsibilities while managing changes; ▪ Culture, politics and leadership of changes in organizations; ▪ Corporative change management; ▪ Change management and organizational development.				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total avaiable fund on time		7 ECTS x 25 classes = 175 classes		
14.	Allocation of avaiable time		40+15+120 = 175 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction		40 classes
		15.2.	Exercises (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Freelance tasks		40 classes
		16.3.	Home learning		50 classes
17.	Way of grading		70+20+10 = 100points		
	17.1.	Tests	70 points		
	17.2.	Seminar work/project (presentation: written and spoken)	20 points		

	17.3.	Activity and participation			10 points	
18.	Criteria for grading (points/mark)	less than 60 points			5 (five) (F)	
		from 61 to 68 points			6 (six) (E)	
		from 69 to 76 points			7 (seven) (D)	
		from 77 to 84 points			8 (eight) (C)	
		from 85 to 92 points			9 (nine) (B)	
		from 93 to 100 points			10 (ten) (A)	
19.	Condition for getting a signature and right for taking the final exam		Realized activities from points 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Quality monitoring method of teaching		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Nakov Leonid	<i>Change Management</i>	Faculty of Economic s - Skopje	2019
		2.	Esther Cameron & Mike Green	<i>Making sense of Change Management: A Complete Guide to Models, Tools and Techniques of Organizational Change, 5 Ed.</i>	Kogan Page Publ.	2019
		3.	Palmer Ian, Dunford Richard & Buchanan David	<i>Managing Organizational Change: A Multipli Perspective Approach</i>	McGraw Hill Publ., London	2016
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Hayes John	<i>The Theory and Practice of Change Management, 5 Ed.</i>	Red Globe Press	2020
		2.	Cawsey F. Tupper, G.Deszca& Cynthia Ingols	<i>Organizational Change, an Action Oriented Approach, 4 Ed.</i>	Sage Publ, London	2019
		3.	Paton A. Robert, James McCalman, et.al.	<i>Change Management: A Guide to Effective Implementation, 4 Ed.</i>	Sage Publ., Los Angeles	2015

Second cycle subject program					
1.	Title of the teaching subject	Knowledge management			
2.	Code	SHR550			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 10semester (summer)	7.	Number of ECTS	8
8.	Professor	Associate prof.Nikola Levkov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: <ul style="list-style-type: none">• Understand the role of knowledge, learning and human capital in today's knowledge economy• Understand the relation between human capital management and innovation• Understand the cycle of knowledge management and best knowledge management practices• Understand the importance of knowledge management infrastructure for knowledge management success• Become familiar with key issues related to knowledge management project initiatives• Become aware of organizational learning and its relation to knowledge management• Understand the HR's role in building knowledge management centric culture• Become familiar with the need for alignment of knowledge management and human resource management practices				
11.	Content of the subject: <ul style="list-style-type: none">• Introduction to knowledge management and organizational learning• From data to information, knowledge and wisdom• Knowledge management cycle: creation, storage, sharing and application of knowledge• Knowledge management tools: component technologies• Understanding the role of intellectual capital in HR• HR's role in building knowledge centric culture• Alignment of KM strategy and HR strategy				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total available fund on time	8 ECTS x 25 classes = 200 classes			
14.	Allocation of available time	40+15+145 = 200 classes			
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction	40 classes	
		15.2.	Exercises (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Freelance tasks	40 classes	
		16.3.	Home learning	75 classes	
17.	Way of grading	70+20+10 = 100points			

	17.1.	Tests	70 points			
	17.2.	Seminar work/project (presentation: written and spoken)	20 points			
	17.3.	Activity and participation	10 points			
18.	Criteria for grading (points/mark)	less than 60 points	5 (five) (F)			
		from 61 to 68 points	6 (six) (E)			
		from 69 to 76 points	7 (seven) (D)			
		from 77 to 84 points	8 (eight) (C)			
		from 85 to 92 points	9 (nine) (B)			
		from 93 to 100 points	10 (ten) (A)			
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Quality monitoring method of teaching	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	KimizDalkir, Jay Liebowitz	Knowledge management in theory and practice	The MIT Press; second edition	2017
		2.	Christina Evans	Managing for knowledge – HR's Strategic Role	Butterworth-Heinemann An imprint of Elsevier	2010
		Additional literature				
	22.2.	Number	Author	Title	Publisher	Year
		1.	NilminiWickramasinghe and Dag von Lubitz	Knowledge – based enterprise: Theories and Fundamentals	Idea Group Publishing	2007
		2.	Mark Easterby-Smith and Marjorie A. Lyles	Handbook of organizational learning and knowledge management	Wiley	2011

Second cycle subject program					
1.	Title of the teaching subject	Theory of organization			
2.	Code	SHR580			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 9semester (winter)	7.	Number of ECTS	8
8.	Professor	Prof. Kiril Postolov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: 1. use advanced research tools and problems in organizational culture; 2. design organizational parts and link them into the structure of the organization. 3. determine at which stages of the life cycle the particular organization is located; 4. improve the efficiency of the organization by improving the management processes in the organization; 5. understand the organizational environment and make adjustments to the organizational structure of its requirements; 6. empower the organization to compete on the world market and develop the organization to adapt to the demands of the new age.				
11.	Content of the subject: 1. Organization and environment; 2. Size and life cycle of the enterprise; 3. Organizational design; 4. Models of organizational structures; 5. Power and organizational politics; 6. Crisis and crisis management.				
12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Total available fund on time		8 ECTS x 25 classes = 200 classes		
14.	Allocation of available time		40+160 = 200 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction		40 classes
16.	Other forms of activities	16.1.	Exercises (laboratory, auditory), seminars, team work		30 classes
		16.2.	Project tasks		55 classes
		16.3.	Freelance tasks		75 classes
17.	Way of grading				
	17.1.	Tests			39 points
	17.2.	Seminar work/project (presentation: written and spoken)			61 points
18.	Criteria for grading (points/mark)	less than 51 points		5 (five) (F)	
		from 51 to 60 points		6 (six) (E)	
		from 61 to 70 points		7 (seven) (D)	
		from 71 to 80		8 (eight) (C)	

			points		
			from 81 to 90 points	9 (nine) (B)	
			from 91 to 100 points	10 (ten) (A)	
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16			
20.	Language of instruction	Macedonian or English			
21.	Quality monitoring method of teaching	Internal evaluation and survey			
22.	LITERATURE				
22.1.	Required literature				
	Number	Author	Title	Publisher	Year
	1.	Kiril Postolov	<i>Theory of organization</i>	Faculty of Economics - Skopje	2010
	2.	Mary Jo Hatch	<i>Organization Theory: Modern, Symbolic, and Postmodern Perspectives 4th Edition</i>	Oxford University	2018
	3.	Alexandra Stein	<i>Terror, Love and Brainwashing: Attachment in Cults and Totalitarian Systems</i>	Routledge	2016
22.2.	Additional literature				
	Number	Author	Title	Publisher	Year
	1.	R.Jones, Gareth	<i>Organization Theory, Design and Change</i>	Prentice Hall, New York,	2004
	2.	Richard L. Daft	<i>Organization Theory and Design 12 Edition</i>	Cengage Learning	2015

Second cycle subject program					
1.	Title of the teaching subject	Management Information Systems			
2.	Code	SHR560			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 9semester (winter)	7.	Number of ECTS	8
8.	Professor	Associate prof. Nikola Levkov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: <ul style="list-style-type: none">• understand the relation between information revolution, digital and networked economy• understand the role of information and information technology in achieving competitive advantage• understand what is HRIS (Human Resource Information System) and what are various types of HRIS• understand the architecture of HRIS (Human Resource Information System)• understand human resource metrics and workforce analytics• develop business case of HRIS (Human Resource Information System) investment• understand recruitment and selection in an Internet Context• understand training and development issues in human information systems• understand performance management, compensation, benefits, payroll and human resource information systems• understand human resource information systems needs analysis• understand human resource information system design and acquisition				
11.	Content of the subject: <ul style="list-style-type: none">• Information revolution, digital and networked economy• Information, information technology and competitive advantage• Information strategy and business strategy• The concept of information technology infrastructure and architecture• The key trends in digital markets and e-commerce• Modern business applications such as: Supply Chain Management Systems, Customer Relationship Management Systems, Enterprise Resource Planning Systems• HRIS (Human Resource Information System) and various types of HRIS• Architecture of HRIS (Human Resource Information System)• Human resource metrics and workforce analytics• Business case of HRIS (Human Resource Infromation System) investment• Recruitment and selection in an Internet Context• Training and development issues in human information systems• Performance management, compensation, benefits, payroll and human resource information systems• Human resource information systems needs analysis• Human resource information system design and acquisition				

12.	Learning methods: Interactive lectures with video presentation, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.					
13.	Total available fund on time			8 ECTS x 25 classes =200 classes		
14.	Allocation of available time			40+15+145 = 200 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction		40 classes	
		15.2.	Exercises (laboratory, auditory), seminars, team work		15 classes	
16.	Other forms of activities	16.1.	Project tasks		30 classes	
		16.2.	Freelance tasks		40 classes	
		16.3.	Home learning		75 classes	
17.	Way of grading 70+20+10 =100points					
	17.1.	Tests				70 points
	17.2.	Seminar work/project (presentation: written and spoken), laboratory exercises				20 points
	17.3.	Activity and participation				10 points
18.	Criteria for grading (points/mark)	up to 50 points			5 (five) (F)	
		from 51 to 60 points			6 (six) (E)	
		from 61 to 70 points			7 (seven) (D)	
		from 71 to 80 points			8 (eight) (C)	
		from 81 to 90 points			9 (nine) (B)	
		from 91 to 100 points			10 (ten) (A)	
19.	Condition for getting a signature and right for taking the final exam		Realized activities from points 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Quality monitoring method of teaching		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Kenneth C. Laudon and Jane P. Laudon	Management information systems 15 th Edition	Pearson	2017

		2.	Michael J. Kavanagh (Editor), Richard D. Johnson	Human Resource Information Systems: Basics, Applications, and Future Directions	SAGE Publications, Inc; Fourth edition	2017
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Amelia Manuti, Pasquale Davide de Palma	Digital HR A Critical Management Approach to the Digitilization of Organizations	Palgrave Macmillan	2018

Second cycle subject program					
1.	Title of the teaching subject	Business ethics			
2.	Code	SHR570			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 10 semester (summer)	7.	Number of ECTS	8
8.	Professor	Prof. Leonid Nakov, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: 1. Understand ethical theories and approaches, to critically prepare themselves for making and implementing ethical business decisions; 2. Reveal the numerous ethical dilemmas that the management faces at the business decision making process; 3. Analyze the degree of ethics of business entities through the application of international standards of business ethics; 4. Separate managerial from business ethics, especially at different stages of process of managing ethical behavior; 5. Understand the Code of ethics and ethical standards in order to clearly distinguish them from the legislative framework of the decision-making process; 6. Identify the responsibilities of managers and firms in terms of their social responsibility, according to the accepted concept of that responsibility; 7. Identify contemporary ethical perspectives in business conduct.				
11.	Content of the subject: 1. Character of business ethics; 2. Ethical behavior; 3. Managing ethical behavior; 4. Content of ethical changes in management; 5. Ethics and social responsibility; 6. Code of Ethics; 7. Perspectives on business ethics.				
12.	Learning methods: Interactive lectures with presentations, quizzes, films, supported by LCD, Power Point, project assignments - presentations of practical examples, preparation of empirical analyzes of the degree of business ethics of organizations, case studies analysis of codes of ethics for specific business entities, consultative teaching.				
13.	Total available fund on time		8 ECTS x 25 classes = 200 classes		
14.	Allocation of available time		40+15+145=200 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction	40 classes	
		15.2.	Exercises (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Freelance tasks	40 classes	
		16.3.	Home learning	75 classes	
17.	Way of grading70+20+10=100 points				
	17.1.	Tests			70 points

	17.2.	Seminar work/project (presentation: written and spoken)		20 points		
	17.3.	ACTIVITY AND PARTICIPATION			10 points	
18.	Criteria for grading (points/mark)	up to 50 points		5 (five) (F)		
		from 51 to 60 points		6 (six) (E)		
		from 61 to 70 points		7 (seven) (D)		
		from 71 to 80 points		8 (eight) (C)		
		from 81 to 90 points		9 (nine) (B)		
		from 91 to 100 points		10 (ten) (A)		
19.	Condition for getting a signature and right for taking the final exam		Realized activities from points 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Quality monitoring method of teaching		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Leonid Nakov	<i>Business Ethics</i>	Faculty of Economics - Skopje	2019
		2.	Bredeson A. Dean	<i>Applied Business Ethics</i>	South – Western Cengage Learning	2012
		3.	Ferrell O.C., Friedrich John & Ferrell O.B	<i>Business Ethics: Ethical Decision Making and Cases, 12 Ed.</i>	Cengage Learning	2018
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Jennings M. Marianne	<i>Business Ethics: Case Studies and Selected Reading, 9 Ed.</i>	Cengage Learning	2017
		2.	Hartman Laura, Chris McDonald & Joseph Des Jardins	<i>Business Ethics: Decision Making for Personal Integrity and Social Responsibility, 4 Ed.</i>	Irwin-McGraw-Hill Ed. Publ.	2017

Second cycle subject program					
1.	Title of the teaching subject	Corporate governance			
2.	Code	ACC520			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1 year 10 semester (summer)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Stojan Debarliev, PhD Prof. Ljubomir Drakulevski, PhD			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to: <div><div>1. understand the theoretical foundations of corporate governance</div><div>2. understand the functioning and organization of the board of directors in the modern world</div><div>3. recognize the conditions for redesigning the role of the board of directors</div><div>4. understand the corporate governance ranking methodology</div><div>5. identify and understand the criteria for assessing the effectiveness of the board of directors</div></div>				
11.	Content of the subject: <div><div>1. The nature of corporate governance</div><div>2. Redesigning the board of directors</div><div>3. The value of the board of directors</div><div>4. Organization of the board of directors</div><div>5. Evaluating the effectiveness of the board of directors</div><div>6. The CEO and board of directors</div><div>7. The role of chairman of the board of directors</div><div>8. Corporate governance ranking and corporate reputation</div><div>9. Evaluation of corporate governance</div></div>				
12.	Learning methods: lectures, interactive classes, quizzes, projects, films, supported with LCD and PowerPoint.				
13.	Total available fund on time		7 ECTS x 25 classes = 175 classes		
14.	Allocation of available time		40+15+120 = 175 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction		40 classes
		15.2.	Exercises (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Freelance tasks		40 classes
		16.3.	Home learning		50 classes
17.	Way of grading				50+40+10 = 100points
	17.1.	Tests			60 points

	17.2.	Seminar work/project (presentation: written and spoken), laboratory exercises			30 points	
	17.3.	Activity and participation			10 points	
18.	Criteria for grading (points/mark)	less than 60points			5 (five) (F)	
		from 61 to 68 points			6 (six) (E)	
		from 69 to 76 points			7 (seven) (D)	
		from 77 to 84 points			8 (eight) (C)	
		from 85 to 92 points			9 (nine) (B)	
		from 93 to 100 points			10 (ten) (A)	
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Quality monitoring method of teaching	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Bobek Shuklev	Corporate governance	Faculty of Economics - Skopje	2009
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
1.		Thomas Clarke and Douglas Branson	<i>The SAGE Handbook of Corporate Governance</i>	Sage, London	2012	
2.		Institute of Directors	<i>The Handbook of International Corporate Governance, A Definitive guide</i>	Kogan Page, London	2009	

Second cycle subject program					
1.	Title of the teaching subject	New Opportunities and Entrepreneurship			
2.	Code	MGT519			
3.	Study program	Strategic human resource management			
4.	Organizator of the study program	Faculty of Economics - Skopje Ss. Cyril and Methodius University			
5.	Degree	Second cycle			
6.	Academic year/semester	1year 9 semester(winte r)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Stojan Debarliev, Ph.D.			
9.	Prerequisites for enrolling the subject	Finished first cycle of studies with the minimum of 180 credits			
10.	Competences (able to): After completing the lectures, the students need to be able to explain: 1. understand the philosophy and nature of entrepreneurship 2. understand the power of entrepreneurs to create new opportunities through innovation, risk-taking, recombination of resources 3. recognize the process of creativity and sources of innovation 4. understand the nature and the impact of social entrepreneurship 5. apply the process of building the case and creating an effective business model				
11.	Content of the subject: 1. The innovation imperative 2. Recognizing the opportunity – individual and organizational characteristics 3. Source of innovation 4. Social entrepreneurship and innovation 5. Globalization, development and sustainability 6. Creating an effective business model				
12.	Learning methods: lectures, interactive classes, quizzes, projects, films, supported with LCD and PowerPoint.				
13.	Total available fund on time		7 ECTS x 25 classes = 175 classes		
14.	Allocation of available time		40+15+120 = 175 classes		
15.	Forms of the learning activities	15.1.	Lectures-theoretical instruction		40 classes
		15.2.	Exercises (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Freelance tasks		40 classes
		16.3.	Home learning		50 classes
17.	Way of grading 70+20+10 = 100points				
	17.1.	Tests			70 points
	17.2.	Seminar work/project (presentation: written and spoken), laboratory exercises			20 points
	17.3.	Activity and participation			10 points
18.	Criteria for grading	less than 60points		5 (five) (F)	
		from 61 to 68 points		6 (six) (E)	

	(points/mark)	from 69 to 76 points		7 (seven) (D)		
		from 77 to 84 points		8 (eight) (C)		
		from 85 to 92 points		9 (nine) (B)		
		from 93 to 100 points		10 (ten) (A)		
19.	Condition for getting a signature and right for taking the final exam	Realized activities from points 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Quality monitoring method of teaching	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	John Bessant and Joe Tidd	<i>Innovation and Entrepreneurship, second edition(translation)</i>	John Wiley and Sons Ltd., New York	2011
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Bruce R. Barringer and Duane R. Ireland	<i>Entrepreneurship: Successfully Launching New Ventures, fifth edition</i>	Pearson, Boston	2016
			Steve Mariotti and Caroline Glackin	<i>Entrepreneurship startingand Operatinga small business, fourth edition</i>	Pearson, Boston	2015