



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

PROPOSAL:

**PROJECT
ON CHANGES AND AMENDMENTS TO THE ONE-YEAR STUDY
PROGRAMME OF SECOND CYCLE STUDIES**

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

Submitted by:



Faculty of Economics- Skopje

Skopje, 2016

ONE-YEAR STUDY PROGRAMME OF SECOND CYCLE STUDIES

STUDY PROGRAMME

STRATEGIC HUMAN RESOURCE MANAGEMENT
FACULTY OF ECONOMICS-SKOPJE

Contents

Map of the higher education institution

1A GENERAL QUALIFICATION DESCRIPTORS OF THE SECOND CYCLE STUDIES

1B SPECIFIC DESCRIPTORS OF THE STRATEGIC HUMAN RESOURCE MANAGEMENT STUDY PROGRAMME

2. DECISION ON CHANGES AND AMENDMENTS TO THE SECOND CYCLE HUMAN RESOURCE MANAGEMENT STUDY PROGRAMME ADOPTED BY THE TPROFESSORS' COUNCIL OF FACULTY OF ECONOMICS - SKOPJE	
3. DECISION ON ADOPTION OF THE STUDY PROGRAMME MADE BY THE RECTOR'S BOARD OR UNIVERSITY SENATE	
4. SCIENTIFIC-RESEARCH AREA, FIELD, AND UNIT WHERE THE STUDY PROGRAMME BELONGS	
5. TYPE OF THE STUDY PROGRAMME (ACADEMIC OR PROFESSIONAL)	
6. DEGREE OF EDUCATION (CYCLE OF STUDIES)	13
7. GOAL AND JUSTIFICATION FOR INTRODUCING THE STUDY PROGRAMME	
8. YEARS AND SEMESTERS OF THE STUDY PROGRAMME DURATION	
9. ECTS CREDITS TO BE OBTAINED BY THE STUDENT	
10. MANNERS OF FINANCING	
11. CONDITIONS FOR ENROLLMENT	
12. INFORMATION ON CONTINUING THE EDUCATION	
13. DEFINED RATIO BETWEEN MANDATORY AND ELECTIVE SUBJECTS AND DETERMINED MANNER OF OF SUBJECT ELECTION	
14. INFORMATION ABOUT THE PREMISES DETERMINED FOR THE REALIZATION OF THE STUDY PROGRAMME	
15. LIST OF EQUIPMENT DETERMINED FOR REALIZATION OF THE STUDY PROGRAMME	
16. SUBJECT PROGRAMMES WITH INFORMATION ACCORDING TO ARTICLE 4 OF THIS RULEBOOK	
17. List of teaching staff with data listed in Article 5 from the Rulebook of the common elements	
18. Statements of the teaching staff giving its consent to participate in teaching certain subjects from the study programme	
19. Consent of the higher education institution to have the teaching staff participate in the realization of the study programme	
20. Planned number of students to enroll at the study programme	
21. Information on provided mandatory and additional literature	
22. Information about the web page	
23. The professional i.e. academic title that the student acquires after completing the study programme	
24. Activities and mechanisms through which the quality of the teaching process is developed and maintain	

ANNEX 1:

Second cycle subject programmes of all study programs

1 A. GENERAL QUALIFICATION DESCRIPTORS OF THE SECOND CYCLE STUDIES**Table 1: General qualification descriptors of the second cycle study programmes**

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 policy and business processes in enterprises; -Ability to create and use modern approaches for analysis of the effects of macroeconomic policy and business decisions in enterprises; -Gains in-depth knowledge of the specific areas of the functioning of the macroeconomic policy and enterprises; -Shows knowledge and ability to independently participate in scientific and professional discussions.
Application of knowledge and understanding	<ul style="list-style-type: none"> -Able to creatively and innovatively think when it comes to designing new ideas and solutions; -Demonstrates ability to assess and choose scientific theories, methodologies and tools for various economic and business areas; -Demonstrates knowledge of the different methods used in the research of economic phenomena and business processes; -Predicts various economic and business aspects; -Possesses ability to participate in group discussions, to analyze critically theoretical and practical aspects of the companies' workflow, to prepare and present the prepared projects; -Has ability to make quality business decisions.
Ability to assess (Making judgement) *	<ul style="list-style-type: none"> • Ability to assess the macroeconomic condition business processes, issues and priorities in different areas; • Demonstrates ability to identify, collect, analyze, and interpret relevant data; • Ability to independently solve complex issues regarding the practice operations and develop critical perception towards the existing theoretical models and knowledge; • Ability to analyze, synthesize and critically evaluate facts.
Communication skills	<ul style="list-style-type: none"> • Develops and upgrades team work skills, possesses leadership and communication skills applicable to various business environment and situation;

	<ul style="list-style-type: none"> • Ability to collect, analyze, assess and present information; • Ability to work in interdisciplinary teams in organizations in global and multicultural environment; • Ability to professionally communicate with other professionals of the respective field and with other representatives of the institutions of the system as well.
Learning skills	<ul style="list-style-type: none"> • Ability to analyze, understand, memorize and research data from different areas; • Shows ability to draw conclusions or form an opinion about strengths and weaknesses of economic phenomena and business processes; • Demonstrates ability to participate in active learning, ability to make use of scientific research methods and refer to relevant literature in his/her analyzes; • Ability to analyze both concrete case studies and research papers from the respective area; • Shows interest for continuous education and professional development to higher levels of education..

1.b. Specific qualification descriptors that define the learning outcomes of the of the one-year second cycle 60 ECTS University studies, Strategic Human Resource Management study programme in accordance with the Provisions on the National Framework for Higher Education Qualifications

Mission and objectives of the second cycle study programme in Strategic Human Resource Management

The mission of the study program in Strategic Human Resource Management is to educate both highly-profiled professionals who will be further able to follow and apply the latest knowledge and worldwide practices in the field of Human Resource Management, and qualify HRM professionals able to meet the needs for high-quality, motivated and loyal human resources in their organizations.

The study programme of the second cycle studies in Strategic Human Resource Management proposed in this Elaborate aims at producing Masters of Science (MSc's) able to further upgrade their profession, capable of contributing to the development of their working and business environment in an innovative and entrepreneurial manner, able to apply the principles of efficiency and ethics in their operation and relationship with their employees, able and open to accept and easily adapt to the organizational changes imposed by today's globalized and dynamic operations. It is expected that during their studies the MSc's gain rich and diverse experience and 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 business operations, after completing their second cycle studies in Strategic Human Resource Management the students shall acquire **generic (general) (Table 2)** and **specific** competences (Table 3).

Table 2: Level of National and European Framework for Higher Education Qualifications

Level of National Framework for Higher Education Qualifications	Higher Education	Level of European Framework for Higher Education Qualifications
VIIA	Second cycle of university, master academic studies, One-year studies. 60 ECTS	7

Table 3: Specific qualification descriptors 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 competence to apply and develop different methods for upgrading the quality of the business operations; - To show in-depth knowledge of the challenges that modern Strategic Human Resource Management shall face and provide potential solutions to them; - To keep pace with the latest research in the field of strategies, human resource management, and organizational behavior.
Application of knowledge and understanding	<ul style="list-style-type: none"> - To apply the acquired in-depth specific knowledge for the purpose of creating policies, practices 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 – by searching and attracting the most suitable candidates, by successfully managing the process of interviewing and selecting candidates, by creating a database with potential candidates for future employment and by lowering the expenses for employment; - To be able to measure, manage and reward the performances of the employees – by successfully monitoring the employees' results through selected pack of appropriate and modern methods of performance measurement and connecting them further with the individual, group, and organizational goals and performance rewards.
Ability to assess (Making judgement)	<ul style="list-style-type: none"> -Ability to understand the strategic needs and goals of organizations and to successfully anticipate the organizational changes that are to follow; -Ability to link the trainings and the trainings of the 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 on the basis of their jobs, the competencies required, and the results they achieve; -Ability to assess employee potentials and identify talented employees; -Meet the business needs of organizations - by identifying the requirements for job vacancies and determining the needs for new employment by getting further engaged in meeting these needs in a timely and convenient manner.
Communication skills	<ul style="list-style-type: none"> -Build an image of authoritative, fair and trustworthy professionals competent to lead employees;

- 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

- Ability to enable, facilitate and initiate organizational learning and employee development, as well as to apply active approach to knowledge management in organizations;
- Ability to recognize the personal need for continuous learning as well as to individually and independently acquire new knowledge, skills and abilities;
- Ability to take responsibility for further professional development and improvement of themselves and their employees.

Jobs which master students are qualified for

The Strategic Human Resource Management study program is carefully constructed to satisfy the educational needs of the master 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. By completing these second cycle studies students shall gain knowledge, skills, and competences that shall enable them to get engaged in the private or public sector as:

- Managers or professionals employed in the HR departments of private companies;
- Entrepreneurs and line managers who according to the job description are also responsible for managing human resources;
- Directors, heads or office administrators responsible for human resource management in public institutions (police, education, health, foreign affairs etc) or in specific organizations such as Ministry of Information Society and Public Administration, Ministry of Labor and Social Policy, or in other ministries, then in Employment Agency and its regional branches, in state agencies, in municipalities and all institutions in which some of the basic HRM functions such as employment, training and development and relations with employees are being applied;
- Employees in employment mediation agencies, centers for training and career development, and consulting companies;
- Employees in educational institutions as lecturers or researchers in this area.

Legal provisions complied with when preparing the elaborate for re-accreditation

The re-accreditation elaborate for the Strategic Human Resource study program is made in compliance with the provisions of:

- The Law on Higher education of the Republic of North Macedonia;
- The Rulebook on the organization, work, decision-making, methodology, accreditation procedure, criteria, and standards and other questions related to the work of the Board of Accreditation and Evaluation of the Higher Education of the Republic of North Macedonia;
- The Statute of the Ss. Cyril and Methodius University;
- The Rulebook on the conditions, criteria and rules for enrollment and studying at first and second cycle university studies at the Ss. Cyril and Methodius University
- The Rulebook on the adoption of study programmes at the Ss. Cyril and Methodius University;
- The Rulebook on compulsory components that the study programmes of first, second and third cycle of studies should have..

Obtained Qualification:

Master of Science in the field of Strategic Human Resource Management.

2. DECISION ON CHANGES AND AMENDMENTS TO THE SECOND CYCLE HUMAN RESOURCE MANAGEMENT STUDY PROGRAM ADOPTED BY THE PROFESSORS' COUNCIL OF THE 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: ДК



ДЕКАН

Проф. д-р Љубомир Дракулевски

3. DECISION ON ADOPTION OF THE STUDY PROGRAMME MADE BY THE RECTOR'S BOARD 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

Страна: Република Македонија

РЕПУБЛИКА МАКЕДОНИЈА
УНИВЕРЗИТЕТ „СВ. КИРИЛ И МЕТОДИЈ“ СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Бр. 02-982/27
27.12.2016
Скопје

Примено	29.12.2016
Орг. чл.	10
Одговор.	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 Јанкуловски



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

4. SCIENTIFIC-RESEARCH AREA, FIELD AND UNIT WHERE THE STUDY PROGRAMME BELONGS

Table 5: Affiliation of the study programme

Scientific area	5. Social Sciences
Scientific field	5.06 Organizational Sciences and Governance (Management)
Scientific unit	50622 Human Resource Management

5. TYPE OF THE STUDY PROGRAMME (ACADEMIC OR PROFESSIONAL)

The study programme of second cycle studies in Strategic Human Resource Management belongs to **academic studies**.

6. DEGREE OF EDUCATION (CYCLE OF STUDIES)

The study programme belongs to **Second Cycle Studies**.

7. GOAL AND JUSTIFICATION FOR INTRODUCING THE STUDY PROGRAMME

The study programme of the second cycle studies in Strategic Human Resource Management is subject to re-accreditation of the existing study program.

8. YEARS AND SEMESTERS OF STUDY PROGRAMME DURATION

The second cycle studies programme in Strategic Human Resource Management proposed in this elaborate shall be realized as **one-year study programme** i.e. **two semesters** following the model **4+1**.

9. ECTS CREDITS TO BE OBTAINED BY THE STUDENT

In order to acquire the title Master of Organizational Sciences and Governance (Management) in the field of Strategic Human Resource Management, according to the Law on Higher Education the student should obtain **60 ECTS**, as in the model **4+1**.

10. MANNERS OF FINANCING

The costs for the realization of the second cycle studies in Strategic Human Resource Management shall be covered by having the candidates' self-finance themselves.

The total amount, the manner of payment and all the other conditions are regulated with the Rulebook on conditions, criteria and rules for enrollment and studying at the first and second cycle of studies at the Ss. Cyril and Methodius University in Skopje.

11. CONDITIONS FOR ENROLLMENT

At the one-year study programme in Strategic Human Resource Management there can enroll students who have completed either four-year undergraduate studies or a study programme of first cycle studies according to ECTS with 8 semesters or the minimum of 240 credits.

12. INFORMATION ON CONTINUING THE EDUCATION

After finishing the second cycle university studies study programme in Strategic Human Resource Management at the Faculty of Economics - Skopje, the student could continue his/her education at the third cycle studies.

13. DEFINED RATIO BETWEEN MANDATORY AND ELECTIVE SUBJECTS AND DETERMINED MANNER OF SUBJECT ELECTION

The second cycle one-year studies in Strategic Human Resource Management (model 4+1) are organized in one study year i.e. in two semesters. The programme consists of seven subjects and preparation of master thesis. **The structure of the subjects is as follows:**

1. **Four mandatory subjects** stipulated with the study programme according to semesters of studying (maximum 60% of the total number of determined subjects)
2. **Two elective subjects** stipulated with the study programme according to semesters of studying (30% of the total number of the determined subjects)
3. **One elective subject** (10% out of the total number of determined subjects) from the List of Subjects stipulated by the Ss. Cyril and Methodius University in Skopje.

In the first semester, the students attend and take three mandatory and two elective subjects, one elective subject being chosen from the List of available elective subjects for the second cycle studies at the Faculty of Economics-Skopje and one elective subject being chosen from the University list of available elective subjects. The second semester consists of one mandatory and one elective subject being chosen from the List of available elective subjects for the second cycle studies at the Faculty of Economics - Skopje (see Table 4.). All subjects are with one-semester duration. At the end of each semester, the student gets a signature from the professors teaching the subjects, the professor's signature evidencing that the student attended the lectures and participated in the class activities. The teaching methods and the assessment of the students' performance i.e. the manner of examining their knowledge are concisely and clearly determined in the curricula of each subject of this study programme given in the Annex to this Elaborate. In the second semester, besides attending the subjects, the students also perform all the activities related to the preparation of their master thesis and work on their master paper as well. The formal submission of the

master thesis is usually made after the student passes all the determined subjects i.e. after the student obtains the minimum of 44 ECTS credits. The successfully prepared and defended master thesis brings additional 16 ECTS credits. The study programme total number of credits is 60 ECTS. Each credit is equivalent to 25 hours of total activity of the student. The volume and the organization of the programme are presented in detail in Tables 7, 8 and 9.

Table 4: Schedule of the mandatory and elective subjects of the Strategic Human Resource Management study program

Ordinal Number	<u>Mandatory</u> Subjects	ECTS	I semester	II semester
1	Mandatory subject	7	■	
2	Mandatory subject	7	■	
3	Mandatory subject	7	■	
4	Mandatory subject	7		■
Ordinal Number	<u>Elective</u> Subjects			
1	List of available elective subjects for second cycle studies at the Faculty of Economics - Skopje	7	■	
2	List of available elective subjects for second cycle studies at the Faculty of Economics - Skopje	7		■
3	List of available elective subjects for second cycle studies at Ss Cyril and Methodius University in Skopje	2	■	
	Master Thesis	16		■
Total ECTS:		60	30	30

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

TABLE 5: DETAILED STRUCTURE OF THE ONE-YEAR STUDY PROGRAMME IN STRATEGIC HUMAN RESOURCE MANAGEMENT

Ord.No	Code	Subject	Professor	Semester	Type	Activities by the hours			ECTS
						Learning & Proect and individual	Total engagemen		
FIRST SEMESTER (WINTER) OF THE SECOND CYCLE STUDIES IN STRATEGIC HUMAN RESOURCE MANAGEMENT									
1.	SHR510	<u>Стратегиски менаџмент на Човечки ресурси</u> Strategic Human Resource Management	Prof. LjupcoEftimov, PhD	9	M	40	135	175	7
2	SHR520	<u>Меѓународен менаџмент на човечки ресурси</u> International Human Resource Management	Prof. Stojan Debarliev, PhD	9	M	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	M	40	135	175	7
4		<u>Изборен предмет 1</u> Elective subject 1	From the List of the Faculty of Economics-Skopje (Table 2)	9	E	40	135	175	7
5		<u>Изборен предмет2</u> Elective subject 2	From the University’s List (Table 3)	9	E	10	40	50	2
TOTAL FIRST SEMESTER OF THE SECOND CYCLE STUDIES:								750	30
SECOND SEMESTER (SUMMER) OF THE SECOND CYCLE STUDIES IN STRATEGIC HUMAN RESOURCE MANAGEMENT									
6.	MGT518	<u>Организациско однесување</u> Organizational Behaviour	Prof. LjubomirDrakulevski, PhD	10	M	40	135	175	7
7.		<u>Изборен предмет3</u> Elective subject3	From the list of the Faculty of Economics-Skopje (Table 2)	10	E	40	135	175	7
		<u>Магистерскитруд</u> Master Thesis		10	M			400	16
TOTAL: SECOND SEMESTER OF THE SECOND CYCLE STUDIES:								750	30
TOTAL: FIRST AND SECOND SEMESTER OF THE SECOND CYCLE STUDIES:								1500	60
Legend: M –mandatory subject E– elective subject									

Table 6. List of available elective subjects for the second cycle studies at Faculty of Economics - Skopje

Number	Module	Subject	Professor	Semester	Type	Activities by the hour			ECTS
						Learning computer	Project and individual	Total engagemen	
1.	MGT519	Нови можности и претприемништво New Opportunities and Entrepreneurship	Prof. Stojan Debarliev, PhD	9	E	40	135	175	7
2.	SHR560	Менаџмент информационалних системи Management Information Systems	Prof. Nikola Levkov, PhD	9	E	40	160	200	8
3.	MGT520	Менаџмент на промени Change Management	Prof. Leonid Nakov, PhD	9	E	40	160	200	8
4.	SHR580	Теорија на организација Theory of Organization	Prof. Kiril Postolov, PhD	9	E	40	160	200	8
5.	SHR540	Менаџмент на перформанси Performance Management	Prof. Ljupcho Eftimov, PhD	10	E	40	160	200	8
6.	SHR550	Менаџмент на знаење Knowledge Management	Prof. Nikola Levkov, PhD	10	E	40	160	200	8
7.	SHR570	Деловна етика Business Ethics	Prof. Leonid Nakov, PhD	10	E	40	135	175	7
8.	ACC520	Корпоративно управување Corporate Governance	Prof. Stojan Debarliev, PhD	10	E	40	135	175	7

Legend: M –mandatory subject

E – elective subject

Table 7. List of available elective subjects for the second cycle studies at the Ss. Cyril and Methodius University in Skopje

Number	Module	Subject	Professor	Semester	Type	Activities by the hour			ECTS
						Learning computer	Project and individual	Total engagemen	
1	Code	Subject from the University's List		10	E	10	40	50	2

Legend: M –mandatory subject

E– elective subject

14. INFORMATION ABOUT THE PREMISES DETERMINED FOR THE REALIZATION OF THE STUDY PROGRAM

The premises where the study programme is going to be realized are given on the Faculty of Economics' map given at the beginning of this Elaborate. For this study program the chosen premises are those of **Amphitheatre 1**.

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

The Faculty of Economics-Skopje at the Ss Cyril and Methodius University in Skopje has all the conditions necessary for the realization of the study programme of the second-cycle academic master studies in **Strategic Human Resource Management**.

When it comes to premises and equipment, the Faculty of Economics-Skopje has always been a technological leader in our country regarding the use of the latest computer and audio-visual equipment.

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

- White board – 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 E- learning – free software.

Besides the above-mentioned equipment located in Amphitheatre 1 which has been previously determined as a premise where classes of this study program are to be realized, for the needs of the teaching process the students shall also have at their disposal all the additional equipment and resources of the Faculty given on the map of the Faculty of Economics - Skopje.

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

The subject programs of all study programmes of the second-cycle studies in Strategic Human Resource Management are listed in Annex 1.

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

The teaching staff responsible for both giving lectures on the mandatory subjects of the second cycle studies programme in Strategic Human Resource Management and those giving lectures on the elective subjects chosen from the List of available elective subjects for the second cycle studies at the Faculty of Economics - Skopje, Ss. Cyril and Methodius University (Table 10) are employed at the Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje. The teaching staff fulfills all the necessary professional and scientific qualifications for teaching the subjects stipulated with the programme according to the Law on Higher Education of the Republic of North Macedonia.

For the realization of the study programme, there shall participate guests speakers from the business community, the scientific community and the public administration.

The data of the teaching staff profiles and qualifications are given in the Annex 2 of this Elaborate.

Table 8. List of teaching staff who shall be engaged in the Strategic Human Resource study program

Num ber	Name, Surname and Title	University-Faculty
1.	Ljupcho Eftimov, PhD - Associate Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
2.	Stojan Debarliev, PhD - Associate Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
3.	Ljubomir Drakulevski, PhD - Full Time Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
4.	Nikola Levkov, PhD - Associate Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
5.	Kiril Postolov, PhD - Full Time Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
6.	Leonid Nakov, PhD - Full Time Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
8.	Predrag Trpeski, PhD – Full Time Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
9.	Sasho Josimovski, PhD - Full Time Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University
10.	Aleksandra Janeska Iliev, PhD – Associate Professor	Faculty of Economics-Skopje Ss. Cyril and Methodius University

18. Statements of the teaching staff giving its consent to participate in teaching certain subjects from the study programme

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

19. Consent of the higher education institution to have the teaching staff participate in the realization of the study programme

For the realization of this second cycle studies programme in Strategic Human Resource Management the Faculty of Economics-Skopje shall be engaged its own staff who possesses the required scientific and professional qualifications as defined in accordance with the standards of the Law on Higher Education and the rulebooks of the Ss. Cyril and Methodius University and the Faculty of Economics- Skopje. The teaching staff who shall get engaged into the second cycle studies programme in Strategic Human Resource Management shall be determined with a decision adopted by the Professors' Council. If there appears a need for engaging professors from other faculties in future, consent shall be provided according to a regular procedure.

20. Planned number of students to enroll at the study programme

The number of students is given with the draft decision adopted by the Professors' Council at the Faculty of Economics - Skopje. The correct number is determined by the Government of the Republic of North Macedonia in collaboration with the Rector's Office of the Ss. Cyril and Methodius University in Skopje. The total number of students (60 students) is stipulated with the accreditation certificate of the study programme.

21. Information on provided mandatory and additional literature

The Faculty's library and the subject professors have at their disposal sufficient number of as defined with the norms of the Ministry which is 10% of the suggested basic literature and 5% of the additional literature.

22. Information about the web page

<https://eccf.ukim.edu.mk/en/strategic-management-of-human-resources-one-year/>

23. The professional i.e. academic title that the student acquires after completing the study programme

The academic title that the student acquires after successfully completing his/her second cycle study programme in Strategic Human Resource Management suggested in this elaborate is Master of Science in the field of Strategic Human Resource Management.

24. Activities and mechanisms through which the quality of the teaching process is developed and maintained

In order to develop, maintain and control the quality of the teaching process at the second cycle studies programme in Strategic Human Resource Management there shall be implemented methods of continuous evaluation, self-evaluation, and evaluation of the system assessing the quality of the teaching staff. The procedures are in accordance with the provisions of the Law on Higher Education in the Republic of North Macedonia, as well as in accordance with the existing mechanisms for evaluation within the Ss. Cyril and Methodius University implemented with all the existing study programmes at the Faculty of Economics - Skopje.

The provision, the maintenance and the control of the quality of this study programme shall be in accordance with the activities and mechanisms implemented at all study programs and applying to all the participants in the teaching process at the Faculty of Economics. The abovementioned activities and mechanisms for self-evaluation apply to:

- The development of the teaching contents;
- The realization of the teaching process;
- The grading of the students;
- The preparation of Master Thesis;
- Having the students assess the quality of the teaching process at the end of each semester for each subject taught
- Having the students assess both the quality of the study programme and other procedures related to the use of resources and logistics to the teaching process at the end of their studies.

ANNEX 1:**Subject programs for all second cycle studies**

The program of each of the subjects comprising the second cycle studies programme in Strategic Human Resource Management is described in details in a separate table given below, the table containig : the name of the subject in Macedonian language, the subject's code, the semester when the subject is taught , the status of the subject – mandatory or elective, the teaching staff, the learning goals and competencies, the subject contents, the teaching methods, the total number of classes and their allocation, the grading manner and the recommended literature.

Second Cycle Studies Subject Programme					
1.	Title of the teaching subject	Strategic Human Resource Management			
2.	Code	SHR510			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 9 semester(winter)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <ol style="list-style-type: none">1. Explain the meaning and the necessity of strategic management for the operation of modern companies nowadays;2. Related the function of the human resource management with the company’s strategic goals and its mission;3. Implement suitable the convenient model of strategic human resource management.				
11.	Contents of the subject: <ul style="list-style-type: none">▪ Global trends in human resource management;▪ The difference between human resource management and strategic human resource management;▪ The concept of strategic human resource management;▪ Work analysis;▪ Human resource planning;▪ Recruitment of human resources;▪ Selection of human resources;▪ Training of human resources;▪ Development of 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 presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.					
13.	Totally available class time fund			7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time			40+15+120 = 175 classes		
15.	Forms of teaching activities	15.1.	Lectures-theory	40 classes		
		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes		
16.	Other forms of activities	16.1.	Project tasks	30 classes		
		16.2.	Individual tasks	40 classes		
		16.3.	Home study	50 classes		
17.	Manners of grading		70+20+10 = 100points			
	17.1.	Tests			70 points	
	17.2.	Seminary paper/project (presentation: written and oral)		20 points		
	17.3.	Engagement and participation		10 points		
18.	Grading Criteria (points/grade)	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 to take the final exam		Realized activities from items 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Method for monitoring the teaching process quality		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Eftimov, Lj., Bojadzioski, D.,	Human Resource Management,	Faculty of Economics - Skopje	2009
		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.	MathisL.R.; Jackson, H.G.	Human Resource Management, 12 th edition (translation to Macedonian),	Magor – Skopje,	2010

Second Cycle Studies Subject Programme					
1.	Title of the teaching subject	International Human Resource Management			
2.	Code	SHR520			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 9semester (winter)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Stojan Debarliev, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <ol style="list-style-type: none">1. Identify the basic differences between human resource management at national and international level;2. Implement the basic HRM functions in international operations;3. Familiarize with the basic features of the international HRM practices in Europe, Asia, USA and developing countries;4. Familiarize with the role of HRM Department during mergers and acquisitions of international companies				
11.	Contents of the subject: <ul style="list-style-type: none">▪ The International business and the international human resource management;▪ The cultural differences and the organizational culture of the international companies;▪ The organizational structure and strategy of the international 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 role of HRM Department in international merging and acquisitions				
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time		40+15+120 = 175 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory		40 classes
		15.2.	Tutorials (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Individual tasks		40 classes
		16.3.	Home study		50 classes
17.	Manners of grading 70+20+10 = 100points				
	17.1.	Tests			70 points
	17.2.	Seminar paper/project (presentation: written and oral)			20 points
	17.3.	Engagement and participation			10 points
18.	Grading Criteria (points/grade)	less than 60 points		5 (five) (F)	
		from 61 to 68 points		6 (six) (E)	
		from 69 to 76		7 (seven) (D)	

			points			
			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 to take the final exam	Realized activities from items 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Method for monitoring the teaching process quality	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 Studies Subject Programme					
1.	Title of the teaching subject	Developing Professional Employability Skills			
2.	Code	SHR530			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (Third cycle)	Second cycle			
6.	Academic year/semester	1year 9semester(winter)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD Associate Prof. Nikola Levkov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 180 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <div><div>1. Demonstrate critical consciousness about the most important challenges that the human resource management shall face in 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, innovative, and flexible work environment etc.).</div><div>3. Maintain their flexible, adaptive and developing potential to successfully implement the new professional skills;</div><div>4. Upgrade their competence and improve the competitiveness of the organization.</div></div>				
11.	Content s 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 sophisticated information systems in human resource management.</div></div>				
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time		40+15+120 = 175 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory	40 classes	
		15.2.	Tutorials(laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Individual tasks	40 classes	
		16.3.	Home study	50 classes	
17.	Manners of grading		70+20+10 = 100points		
	17.1.	Tests	70 points		
	17.2.	Seminar paper/project (presentation: written and oral)	20 points		

		Engagement and participation			10 points	
18.	Grading Criteria (points/grade)	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 to take the final exam		Realized activities from items 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Method for monitoring the teaching process quality		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 and Business	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 Studies Subject Programme					
1.	Title of the teaching subject	Organizational Behavior			
2.	Code	MGT518			
3.	Study program	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 10semester (summer)	7.	Number of ECTS	7
8.	Professor	Prof.Ljubomir Drakulevski, PhD Associate Prof. Aleksandra Janeska-Iliev			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <div><div>1. Understand why theory has different concepts on people's behavior in the organization and why ethical behavior in the organization should be developed</div><div>2. Use knowledge to determine the place of people in the organizational structure</div><div>3. Respect and develop leadership as a very important dimension of the management profession and become true leaders for individuals and groups in the organization</div><div>4. Support and understand ethical behavior at the workplace and in communication with people as a precondition for enhancing job satisfaction and reducing stress</div><div>5. Understand and stimulate motivation at work</div><div>6. Understand how power is distributed in the organization, why it exists and how political processes should be organized related to organizations</div><div>7. Understand why organizational culture is important bounded to continuous improvement</div><div>8. Understand why the acceptance of organizational change and organizational development are the only ways for the organization to survive in modern times.</div></div>				
11.	Contents of the subject: <div><div>• Introduction</div><div>• Individual processes in organizations</div><div>• Improving the performance of organizations</div><div>• Interpersonal processes in organizations</div><div>• Organizational processes and characteristics</div><div>• Integrating individuals, groups and organizations</div></div>				
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time		40+15+120 = 175 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory	40 classes	
		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Individual tasks	40 classes	
		16.3.	Home study	50 classes	
17.	Manners of grading 70+20+10 = 100points				
	17.1.	Tests			70 points
	17.2.	Seminar paper/project (presentation: written and oral)			20 points

		FACULTY OF ECONOMICS-SKOPJE -SECOND CYCLE STUDIES -STRATEGIC HUMAN RESOURCE MANAGEMENT				
	17.3.	Engagement and participation			10 points	
18.	Grading Criteria (points/grade)	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 to take the final exam	Realized activities from items 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Method for monitoring the teaching process quality	Internal evaluation and survey				
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Gregory Moorhead and Ricky W. Griffin:	Organizational Behaviour	Houghton Mifflin Company, Boston	2003
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	Kinicki A.Kreitner R.	Organizational Behavior: KeyConncepts, Skills&BestPractices	McGraw-Hill, New York	2006
2.		Robbins, S.P.T.A. andTimothy, A., Judge,	Organizational Behavior (15th Edition)	Prentice Hall, New Jersey	2012	

Second Cycle Studies Subject Programme					
1.	Title of the teaching subject	Performance Management			
2.	Code	SHR540			
3.	Study program	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1year 10semester (summer)	7.	Number of ECTS	8
8.	Professor	Associate Prof. Ljupco Eftimov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <ul style="list-style-type: none">▪ Demonstrate critical awareness about the latest findings in the field of performance management▪ Identify the benefits of the organizational performance management for employees, managers, and the whole organization;▪ Translate the organizational strategies into concrete indicators for measuring the organizational performances;▪ Design effective system for organizational performance management and 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 initiate appropriate measures for leveling up the organizational performances.				
11.	Contents 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 contemporary vs the traditional monitoring of the organizational performances;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 benefits for specific categories of employees (CEOs and members of the management and supervisory board - managerial contracts, scientists and talented employees, commercialists, employees in hi-tech and Internet firms).				
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		8 ECTS x 25 classes = 200 classes		
14.	Allocation of the available class time		40+15+145 = 200 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory		40 classes
		15.2.	Tutorials (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Individual tasks		40 classes
		16.3.	Home study		75 classes
17.	Manners of grading				70+20+10 = 100points
	17.1.	Tests			70 points

	17.2.	Seminar paper/project (presentation: written and oral)			20 points	
	17.3.	Engagement and participation			10 points	
18.	Grading Criteria (points/grade)	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 to take the final exam		Realized activities from items 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Method for monitoring the teaching process quality		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 Performance 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	Plaće I modeli nagrađivanja	Masmedia, Zagreb	2006
2.		Neely, A.D.,	Business Performance Measurement: Theory and Practice	Cambridge University Press, Cambridge	2002	

Second Cycle Studies Subject Programme					
1.	Title of the teaching subject	Change Management			
2.	Code	MGT520			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
6.	Academic year/semester	1year – 9 semester (winter)	7.	Number of ECTS	7
8.	Professor	Prof. Leonid Nakov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <ol style="list-style-type: none">1. Prepare managerial decisions on the time, the nature and the extent to which there is a 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: <ul style="list-style-type: none">▪ The nature of change management;▪ Concept, process, and approaches for change management;▪ Individual, group/team, organizational, as well as and strategic, tactic and operative 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 presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time		40+15+120 = 175 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory	40 classes	
		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Individual tasks	40 classes	
		16.3.	Home study	50 classes	
17.	Manners of grading		70+20+10 = 100points		
	17.1.	Tests	70 points		
	17.2.	Seminar paper/project (presentation: written and oral)	20 points		

	17.3.	Engagement and participation			10 points	
18.	Grading Criteria (points/grade)	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 to take the final exam		Realized activities from items 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Method for monitoring the teaching process quality		Internal evaluation and survey			
22.	LITERATURE					
	22.1.	Required literature				
		Number	Author	Title	Publisher	Year
		1.	Nakov Leonid	<i>Change Management</i>	Faculty of Economics - 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 Studies Subject Programme					
1.	Title of the teaching subject	Knowledge Management			
2.	Code	SHR550			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 10semester (summer)	7.	Number of ECTS	8
8.	Professor	Associate Prof.Nikola Levkov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <ol style="list-style-type: none">1. Understand the role of knowledge, learning and human capital in today's knowledge economy2. Understand the methods for promoting human capital in companies as basis for developing innovativeness in business operations3. Understand the role of knowledge and life-long learning in promoting personal development4. Understand the phases of knowledge management process –collection, extraction, storage, codification and implementation of knowledge5. Develop appropriate organizational infrastructure that shall support the knowledge management cycle and also stimulate organizational learning.				
11.	Content s of the subject: <ul style="list-style-type: none">• Knowledge based economy• Progression of data,information,knowledge and wisdom• Knowledge management cycle• Role of organizational behavior• Adaptive, generative and transformative learning• Developing the infrastructure of knowledge based organization• Knowledge management strategy and measuring the benefits from knowledge management• Relation between knowledge based organization and learning organization• Developing intellectual capital and stimulating innovativeness in operation• Future challenges in the area of knowledge management				
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		8 ECTS x 25 classes = 200 classes		
14.	Allocation of the available class time		40+15+145 = 200 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory	40 classes	
		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Individual tasks	40 classes	
		16.3.	Home study	75 classes	
17.	Manners of grading		70+20+10 = 100points		

	17.1.	Tests	70 points			
	17.2.	Seminar paper/project (presentation: written and spoken)	20 points			
	17.3.	Engagement and participation	10 points			
18.	Grading Criteria (points/grade)	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 to take the final exam	Realized activities from items 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Method for monitoring the teaching process quality	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 edition	2017
		2.	Christina Evans	Managing for knowledge – HR's Strategic Role	Butterworth-Heinemann An imprint of Elsevier	2010
	22.2.	Additional literature				
		Number	Author	Title	Publisher	Year
		1.	NilminiWickramasinghe and Dag von Lubitz	Knowledge – based enterprise: Theories and Fundamental s	Idea Group Publishing	2007
		2.	Mark Easterby-Smith and Marjorie A. Lyles	Handbook of organizationa l learning and knowledge management	Wiley	2011

Second Cycle Studies Subject Programme					
1.	Title of the teaching subject	Theory of Organization			
2.	Code	SHR580			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 9semester (winter)	7.	Number of ECTS	8
8.	Professor	Prof. Kiril Postolov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: 1. Use advanced tools to make research of the 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 is the particular organization ; 4. Improve the efficiency of the organization by improving the management processes in the organization; 5. Understand the organizational environment and adjust the organizational structure to its requirements; 6. Enable the organization be competitive on the world market and develop the organization in order to have it adapted to the demands of the new age.				
11.	Contents 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 policies; 6. Crisis and crisis management.				
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.				
13.	Totally available class time fund		8 ECTS x 25 classes = 200 classes		
14.	Allocation of the available class time		40+160 = 200 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory		40 classes
16.	Other forms of activities	16.1.	Tutorials (laboratory, auditory), seminars, team work		30 classes
		16.2.	Individual tasks		55 classes
		16.3.	Home study		75 classes
17.	Manners of grading				
	17.1.	Tests			39 points
	17.2.	Seminar paper/project (presentation: written and spoken)			61 points
18.	Grading Criteria (points/grade)	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 to take the final exam	Realized activities from items 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Method for monitoring the teaching process quality	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 Economic s - 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 Studies Subject Programme					
1.	Title of the teaching subject	Management Information Systems			
2.	Code	SHR560			
3.	Study program	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 9semester (winter)	7.	Number of ECTS	8
8.	Professor	Associate Prof. Nikola Levkov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should 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 promoting the competitive advantage of companies• Develop information strategy in accordance with the business strategy of the company• Manage the infrastructure and the architecture of information technology• Understand how digital markets and E-trade function• Familiarize with the modern business applications such as supply chain management systems, systems for managing the relations with clients, systems for planning resources• Familiarize with the different types of information systems that support the decision-making within the organization's hierarchy such as systems for processing transactions, management information systems, systems supporting decision-making, expert systems and systems for supporting the executive authorities• Analyze and identify information needs and translate them into an information system design• Develop a sustainable business case for developing new projects in the area of information systems• Evaluate the value aspects of information, information systems and information technology• Understand the ethical and security aspects of information systems• Recognize the future trends in society and economy that result from the development of information technology.				
11.	Contents of the subject: <ul style="list-style-type: none">• IT revolution -basis of digital and networked economy• Strategic role of information systems in the global business• Information systems,organization and strategy• Information technology infrastructure and architecture management• Key system applications in digital era• E-trade, digital markets and digital products• Knowledge management, business intelligence and decision making• Ethical and legal aspects of information systems• Information Systems Economics• Information systems project management				

	<ul style="list-style-type: none">• Information systems' system analysis and design• Information systems development• Influence of information technology development on the individuals, organizations and society.					
12.	Learning methods: Interactive lectures with video presentations, team work, projecting education movies, guest speaker, study cases, preparation of a project task, research.					
13.	Totally available class time fund			8 ECTS x 25 classes =200 classes		
14.	Allocation of the available class time			40+15+145 = 200 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory	40 classes		
		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes		
16.	Other forms of activities	16.1.	Project tasks	30 classes		
		16.2.	Individual tasks	40 classes		
		16.3.	Home study	75 classes		
17.	Manners of grading			70+20+10 =100points		
	17.1.	Tests			70 points	
	17.2.	Seminar paper/project (presentation: written and oral), laboratory tutorials			20 points	
	17.3.	Engagement and participation			10 points	
18.	Grading Criteria (points/grade)	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 to take the final exam		Realized activities from items 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Method for monitoring the teaching process quality		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 Studies Subject Programme					
1.	Title of the teaching subject	Business Ethics			
2.	Code	SHR570			
3.	Study program	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1year 10 semester (summer)	7.	Number of ECTS	8
8.	Professor	Prof. Leonid Nakov, PhD			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Competences (able to): After completing their studies, the students should be able to: <ol style="list-style-type: none">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.	Contents of the subject: <ol style="list-style-type: none">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.	Totally available class time fund		8 ECTS x 25 classes = 200 classes		
14.	Allocation of the available class time		40+15+145=200 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory	40 classes	
		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes	
16.	Other forms of activities	16.1.	Project tasks	30 classes	
		16.2.	Individual tasks	40 classes	
		16.3.	Home study	75 classes	
17.	Manners of grading		70+20+10=100 points		
	17.1.	Tests	70 points		

	17.2.	Seminar paper/project (presentation: written and oral)			20 points	
	17.3.	ENGAGEMENT AND PARTICIPATION			10 points	
18.	Grading Criteria (points/grade)	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 to take the final exam	Realized activities from items 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Method for monitoring the teaching process quality	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 Studies Subject Programme					
1.	Title of the teaching subject	Corporate Governance			
2.	Code	ACC520			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	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.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 180 credits			
10.	Competences (able to): After completing their studies, the students should 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 corporations</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>6. Understand the basic difference between corporate governance and management.</div></div>				
11.	Contents 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>10. Corporate governance and management</div></div>				
12.	Learning methods: lectures, interactive classes, quizzes, projects, films, supported with LCD and PowerPoint.				
13.	Totally available class time fund		7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time		40+15+120 = 175 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory		40 classes
		15.2.	Tutorials (laboratory, auditory), seminars, team work		15 classes
16.	Other forms of activities	16.1.	Project tasks		30 classes
		16.2.	Individual tasks		40 classes
		16.3.	Home study		50 classes
17.	Manners of grading				50+40+10 = 100points
	17.1.	Tests			60 points

	17.2.	Seminar paper/project (presentation: written and oral), laboratory tutorials			30 points	
	17.3.	Engagement and participation			10 points	
18.	Grading Criteria (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 to take the final exam		Realized activities from items 15 and 16			
20.	Language of instruction		Macedonian or English			
21.	Method for monitoring the teaching process quality		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 Studies Subject Programme					
1.	Title of the teaching subject	New Opportunities and Entrepreneurship			
2.	Code	MGT519			
3.	Study program	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Degree (third cycle)	Second cycle			
6.	Academic year/semester	1 year 9 semester(winter)	7.	Number of ECTS	7
8.	Professor	Associate Prof. Stojan Debarliev, Ph.D.			
9.	Preconditions to enroll the subject	Completed first cycle of studies with obtained minimum of 180 credits			
10.	Competences (able to): After completing their studies, the students should be able to: 1. Understand the philosophy and nature of entrepreneurship, the power of entrepreneurs to create new opportunities through innovation, risk-taking, recombination of production factors and their direction towards the points of most productive use; 2. Create and start up an enterprise by creating its business plan, contents and approaches to its preparation 3. Understand the development phases of a typical enterprise and the dominant forms of its financing in the different phases with special emphasis on the innovative forms of financing the enterprise –business angels, the official risk capital and the initial public offer; 4. Understand the essence of entrepreneurial society –the application of entrepreneurship in SME, large corporations, local self-government units, non-profit sector and the new measures supporting entrepreneurship 5. Understand the conditions and the problems of entrepreneurship and the opportunities it offers for the development of Macedonian economy				
11.	Contents of the subject: 1. Philosophy, nature and key features of entrepreneurship (innovation, risk, recombination of production factors and reallocation of factors to points of most efficient use) 2. Creating and starting up an enterprise 3. Business plan-contents, features and preparation 4. Financing a typical enterprise in its development phases 5. The role of 2F money 6. The role of business angels 7. The role of officially risk capital 8. The role of Stock-Exchange 9. Entrepreneurial society –characteristics and approaches to supporting entrepreneurship 10. Conditions, problems and development opportunities offered by entrepreneurship in the Republic of North Macedonia				
12.	Learning methods: lectures, interactive classes, quizzes, projects, films, supported with LCD and PowerPoint.				
13.	Totally available class time fund		7 ECTS x 25 classes = 175 classes		
14.	Allocation of the available class time		40+15+120 = 175 classes		
15.	Forms of the teaching activities	15.1.	Lectures-theory		40 classes

		15.2.	Tutorials (laboratory, auditory), seminars, team work	15 classes		
16.	Other forms of activities	16.1.	Project tasks	30 classes		
		16.2.	Individual tasks	40 classes		
		16.3.	Home study	50 classes		
17.	Manners of grading			70+20+10 = 100points		
	17.1.	Tests		70 points		
	17.2.	Seminar paper/project (presentation: written and oral), laboratory tutorials		20 points		
	17.3.	Engagement and participation		10 points		
18.	Grading Criteria (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 to take the final exam	Realized activities from items 15 and 16				
20.	Language of instruction	Macedonian or English				
21.	Method for monitoring the teaching process quality	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