

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Cross-Cultural HR Management			
2.	Code	MSHR 503			
3.	Study programme	MBA in 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.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/20221 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Prof. Stojan Debarliev, PhD			
9.	Preconditions for enrolment	Finished first cycle of studies with the minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: This course is designed to help participants increase their understanding of the challenges of managing in a global, technologically driven, socially complex, and cultural diversified business context. Managers must understand the key trends shaping organizations and acquire the skills to manage effectively in the international context. Specifically, this course is designed to provide participants an opportunity to: <ul style="list-style-type: none">• Identify the key external forces which impact international business• Understand the challenging role of the global manager• Describe the key cultural dimensions developed by various researchers• Apply the key cultural dimensions to communication, motivation and leadership in international companies• Apply the key cultural dimensions in managing multicultural and virtual teams in various cross-cultural settings• Implement the basic HRM functions in operations of international companies Student Learning Objectives: <ul style="list-style-type: none">• Demonstrate an understanding of how the interaction between internal dimensions of business and different economic, social and cultural forces shape management decisions and outcomes in international companies (SL 1.2.)• Use the most appropriate tools and techniques to analyse the cultural aspects of various countries and solve organizational problem in the global arena; (SLO 2.2.)• Work effectively with others to a “real-world” projects related to solving a real-world cross cultural management situation faced by an MNC managers (SLO 3.3.)				
11.	Subject content: <ul style="list-style-type: none">1. The Challenging Role of the Global Manager2. The Impact of Culture Differences on Business3. Roles of the Global Manager<ul style="list-style-type: none">• Decision Making Across Cultures• Cross Cultural Communication• Cross Cultural Leadership and Motivation4. Managing Multicultural and Virtual Teams5. The Challenge of HRM Functions in International Companies<ul style="list-style-type: none">• International 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				
12.	Learning methods: Asynchronous video lectures, Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Live Web Participation (online discussions)				
13.	Total hours	6 ECTS x 25 classes = 150 classes			
14.	Allocation of hours per activity	24+16+40+40+30 = 150 classes			

15.	Types of teaching activates	15.1.	Lectures (12 weeks X 2)	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Module Write-Ups	40		
		16.2.	Capstone Team Project	40		
			Live Web Participation (online discussions)	20		
17.	Grading method 70+20+10 = 100 points					
	17.1.	Exams		30		
	17.2.	Individual assignments (Case Analysis, Module Write-Ups)		30		
	17.2.	Capstone Team Project		30		
	17.3.	Live Web Participation (online discussions)		10		
18.	Grading scale		less than 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.	Preconditions for taking the final exam		Realized activities from points 15 and 16			
20.	Language		English			
21.	Evaluation method		Internal evaluation and survey			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	David C. Thomas and Mark F. Peterson,	<i>Cross-Cultural Management: Essential Concepts (4th Edition)</i>	Sage Publications, Thousand Oaks	2018
		2.	B. Sebastian Reiche, Günter K. Stahl, Mark E. Mendenhall, Gary R. Oddou	<i>Readings and Cases in International Human Resource Management (6th Edition)</i>	Routledge, New York	2017
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Edited by: Miguel Martinez Lucio	<i>International Human Resource Management An Employment Relations Perspective</i>	Sage, London	2014
		2.	James C. Hayton, Michal Biron, Liza Castro, Christiansen, Bard Kuvaas	<i>Global Human Resource Management Casebook</i>	Routledge, New York	2012

		3.	Additional readings and cases provided by the Instructor via the course site.			
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