

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	New challenges in HR			
2.	Code	MSHR 502			
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	2021/2022 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD Associate Prof. Nikola Levkov, PhD Full Prof. Predrag Trpeski, PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Core Competencies and Student Learning Objectives HR managers are facing many challenges today like Globalization, workforce diversity, technological advances and changes in economic, political and legal environment. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee. The aim of this course is to develop skills and competencies and to prepare future HR professionals to become more aware and to accept the emerging challenges. After taking this class, students should be able to: 1. Understand future challenges and trends in HRM (e-recruitment and e-selection, digital labor markets, remote working, managing different generations of employees) (SLO 1.2) 2. Apply the acquired knowledge to asses costs and benefits from online recruitment and selection (SLO 2.1) 3. Apply the acquired knowledge to analyze and asses different approaches in HRIS (Human Resource Information Systems) selection and application (SLO 2.2)				
11.	Course content: 1. Redefining HRM - Emerging trends; 2. Future of work 3. Future of jobs 4. Skill shift-building the vital competencies for the future of work 5. Managing different generations at work 6. The future impact of IT on HR: Trends, HRIS technologies, and recommendations 7. Business intelligence (BI), Big Data and People analytics 8. Online recruitment and selection 9. Digital labor markets				
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation.				
13.	Total hours	6 ECTS x 25 classes = 150 classes			
14.	Allocation of hours per activity	40+110 = 150 classes			
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)		24
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork		16
16.	Other types of activities	16.1.	Project assignments		40
		16.2.	Individual assignments		40
		16.3.	Self- study		30
17.	Assessment methods: combination of individual and group assessments				

	17.1.	Tests (Domain, Essay, Multiple choice exam, Case)	30%			
	17.2.	Individual Assessment / projects (Online discussions, Quizzes, Writing Assignments)	30%			
	17.3.	Group Assessment (Group Case Presentation, Group Case Analysis, Capstone Team Project)	30%			
	17.4.	Attendance and class participation	10%			
18.	Grading scale	under 51 %	5 (five) (F)			
		51-60 %	6 (six) (E)			
		61-70 %	7 (seven) (D)			
		71-80 %	8 (eight) (C)			
		81-90 %	9 (nine) (B)			
		91-100 %	10 (ten) (A)			
19.	Preconditions for taking the final exam	Realized activities from items 15 and 16				
20.	Language	English				
21.	Evaluation method	Student questionnaire and other methods for continual self-evaluation				
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich	<i>HR from the Outside In: Six Competencies for the Future of Human Resources</i>	McGraw-Hill Education	2012
		2.	Michael J. Kavanagh and Richard D. Johnson	<i>Human Resource Information Systems: Basics, Applications and Future Directions</i> (Fourth Edition)	Los Angeles : SAGE	2018
		Additional literature				
	22.2.	No.	Author	Title	Publisher	Year
		1.	Hal Gueutal (Editor), Dianna L. Stone (Editor), Eduardo Salas	<i>The Brave New World of eHR: Human Resources in the Digital Age</i>	Pfeiffer	2007
		2.	Assigned readings and cases provided by the Instructor via the course site.	<i>Harvard Business Review (HBR) Course Pack: cases and articles</i>	HBR	latest editions
		3.	Assigned readings and cases provided by the Instructor via the course site.	<i>Academy of Management Perspectives, cases and articles</i>	AMP	latest editions