

ANNEX NO. 3

Content of the subject programs

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Strategic Human Resource Management			
2.	Code	MSHR 501			
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			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: This course approaches the management of human capital from a strategic perspective. While this course covers HRM topics such as HR Strategy, Planning and Recruitment, Staffing, Training and Development, Retention, Compensation and Performance Management, and other aspects of HRM, this course considers the relationship between these HRM functions and organizational effectiveness. In turn, this course adopts an integrative approach where students learn how the system of human resource management can be designed and implemented with the clear goal of contributing to the formulation and implementation of the organization's competitive strategy. The primary objective of this course is to help student to develop an understanding and appreciation of the role strategic human resource management has in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues. After taking this class, students should be able to: <ul style="list-style-type: none">Identify, choose and utilize effective tools and frameworks for analyzing internal and external environments and apply these to various business situations. (SLO 1.2)Recognize the strategic impact of HRM functions towards implementing the organizational strategy (SLO 1.3)Identify and analyze human resource management problems in organizations and develop strategic solutions to these problems. (SLO 2.4)				
11.	Course content: <ul style="list-style-type: none">Global trends in human resource management;Human resource management vs. strategic human resource management;The concept of strategic human resource management;The analysis and design of work;Human resource planning and recruitment;Selection and placement of human resources;Training and employee development;Compensation and performance management;Career development and talent management strategy;Stress management in the organization;				
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Classroom Opinion Polls, Minute Paper, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise.				
13.	Total hours	6 ECTS x 25 classes = 150 hours			
14.	Allocation of hours per activity	40+110 = 150 hours			
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)		24
		15.2.	Tutorials (laboratory,		16

			auditory), seminars, teamwork			
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 tests, 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, Team Application Exercise, Capstone Team Project)		30%		
	17.4.	Attendance and class participations		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.	Boxall, P., Purcell, J.	<i>Strategy and Human Resource Management</i> , 4 th edition	Palgrave	2016
		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
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Nkomo,M.S. Fottler,D.M. McAfee, R.B.	<i>Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders</i> , 7 th edition	South-Western Cengage Learning	2011