



## **FACULTY**

**OF BUSINESS ADMINISTRATION**

## **STUDY PROGRAMME FOR UNDERGRADUATE STUDIES**

**(Bachelor of Arts)**

**NAME OF THE PROGRAMME:**

**BUSINESS ADMINISTRATION**

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## INTRODUCTION

Three-year programme (Bachelor of Arts) at the Faculty of Business Administration prepares students for leader positions in profitable and non-profitable organizations throughout the world. The recent modifications from four-year into a three-year programme are a result of the intensive development and restructuring of the curriculum in business. The modification in the three-year programme is mainly a response to the significant reforms on the labor market and the need for managers at different levels. The structure of the three-year programme entails studies which are dynamic, integrative and interactive by nature. These studies are expected to generate highly professional results, adapted to the needs of the labor market, at the same time being a sound foundation for further studies at postgraduate level. Nowadays many organizations function on the global arena to a certain extent. Due to these reasons Business programmes are designed to offer integrative approach to international business topics, by implementing this concept through the curriculum. The courses in the programme are perspectives based on the theory which is closely related to the practical application in the business world. The programme commences with classes on acquiring general knowledge of the local languages as well as the English language, IT skills, European Studies, Research Methods and Learning Skills. The basic courses in Economy and Business Management are also provided. After that studies focus on the professional courses from the field of Financial Management, Marketing, E-commerce and advanced elective courses. This form of studies is designed to orient the students to specialization in a specific area, at the same time preparing them for postgraduate studies. The combination of academic and professional experience at the Faculty of Business Administration accepts the challenges of the business environment and the 'new economy.' The special trait of the Faculty of Business Administration is the international University Professors from throughout the world, along with the highly respected regional University Professors. Additional benefit is the fact that in the final semester students are encouraged to participate in internship programmes thus enabling them to closely meet the real business world. The experience with internship provides them with the opportunity to use the cooperation with future colleagues and assess their individual abilities and competencies. Furthermore, as the programme is based on the principle of credit accumulation from other universities as well, students are able to enroll in the programme during the second and final year of studies. Finally, the art lectures/ approach to studying, the facilities and equipment are in line with the standards of the prominent universities throughout the world. Our students may access the rich library, as well as a few hundred computers with satellite Internet access. The Faculty of Business Administration is highly acknowledged through SEE-University recognition, Business Development Centre, Career Centre and long-term relations to many serious and successful organizations in the country. This fact positions the graduates a step further on the labor market, providing them with better

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opportunities for finding a job and commencing the development of successful and permanent careers in the chosen field. The undergraduates that will acquire the title of Bachelor of Arts at the Faculty of Business Administration have the possibility to find employment in organizations from the public and private sector, with a wide range of business functions such as Operational Manager, Business Consultant, Administrator, Financial Analyst, Human Resources Manager, Public Relations Manager, Marketing Manager, Market Researcher and many other challenging positions. The degree also provides the basis for furthering the studies at postgraduate level on many accredited universities and business schools throughout the world.

Modifications and supplements of study programmes

|   |  |
|---|--|
| <b>Faculty of Business Administration</b>   |  |
| Institution/ Title issuing body   | SEE University                                 |
| Academic Institution  | SEE University                                 |
| Location of instruction   | SEEU Campus (Tetovo)                           |
| Programme accredited by   | Accreditation Board                            |
| Final scholarly degree  | BA   |
| Programme   | Undergraduate Studies- Business Administration |
| Completion date/revision  | September, 2007                                |
| Student group   | 2008/2009 Academic Year Generation             |
| <p>The three-year programme (Bachelor of Arts Programme) at the Faculty of Business Administration:</p> <ul style="list-style-type: none"> <li>• Prepares the students for leader positions in profitable and non-profitable organizations both in the country and throughout the world.</li> <li>• Prepares students for career building in Business Administration field, as well as in private and non-governmental sector.</li> <li>• It links theory to practice in order to provide students with basic knowledge of economical, political, social, and technological changes which alter the lifestyle and work style.</li> <li>• It enhances communication and research abilities and provides new expertise in the field of Management, Marketing, Economy.</li> <li>• It offers a range of modules covering the knowledge fundamentals for approaching professions that are or are not related to the business field.</li> <li>• It creates skilled staff that will manage the public and private companies, as well as staff which is professionally skilled and competent to participate in the processes of integration of our country for admission to the European Union.</li> <li>• It provides students with research skills and experience in Management, Marketing, Finances, Human Resources Management, and Management of Public, Private and non-profitable organizations.</li> <li>• It creates new generation of undergraduates in Business Administration who will respond to the challenges of the modern society.</li> <li>• It creates skilled staff who will be effective in the democratically free conditions, market economy, and who can join the international labor market.</li> <li>• It develops the concept of critical thinking with students.</li> <li>• It provides possibilities for students to participate actively in lectures and conduct independent research in all the fields of Business Administration.</li> <li>• It provides opportunities for development of personal skills, communication, research and other important skills which are necessary for employment.</li> </ul> |  |

| <b>10.Learning outcomes</b>  |  |
|--|--|
| Instruction enables students to develop and present knowledge, qualities and other features in the following fields:   |  |
| <b>Acquired knowledge</b>  | <b>Lectures/instruction, or teaching methods and assessment strategies used for acquiring and presenting of the outcomes</b>   |
| <b>A. Acquired knowledge and comprehension in:</b>   | <b>Lectures/ instruction</b>   |
| 1. The field of Business Administration, Management, Marketing, Finances, etc.   | <b>Basic methods for performing of instruction are:</b>  |
| 2. Skills and competence in management and full utilization of resources available for acquisition of new knowledge.   | Traditional and interactive lectures, seminar papers led by tutors; independent research, practical work (internship) in Public Administration Institutions on central and local   |
| 3. Planning, application of new policies from the Business field which are of importance to the country and society.   | level and in non-governmental sector.  |
| 4.Preparation for active engagement in scientific- research projects.  | <b>Assessment</b>  |
| 5. With the acquired scientific and professional knowledge students are prepared for employment in specialized institutions in different fields of public and state institutions, in the private sector and civil society. | Within the frames of the course programme, assessment is realized through the following breakdown:   |
| 6. English Language (compulsory), as well as French and German (electives) at relatively advanced level  | <ul style="list-style-type: none"> <li>•attendance;</li> <li>•consultations;</li> <li>•tutorials successfully completed;</li> <li>•practice successfully completed;</li> <li>•seminar papers;</li> <li>•final exam;</li> <li>•field work;</li> <li>•realized projects, etc.</li> </ul> |

| <b>B. Skills and other features</b><br><b>Abilities for intellectual skills</b><br><b>Transfer</b><br><br><b>Upon successful completion</b><br><b>of the programme students</b><br><b>will be able:</b>   | <b>Lectures/instruction</b>  |
|---|--|
| <ol style="list-style-type: none"> <li>1. To apply the knowledge acquired in the course of the studies, to analyze complex issues from the field of Business, Finances, Management and Marketing, by using the three languages of instruction (Albanian, Macedonian and English).</li> <li>2. To recognize and identify problems and issues in terms of their priority.</li> <li>3. To collect and synthesize data from professional literature in Albanian, Macedonian and English (international sources).</li> <li>4. To identify possible alternatives for specific problems and perform practical selection among them.</li> <li>5. To reflect the teaching processes in a constructive manner.</li> </ol> | <p>These skills are mainly developed through course discussions and providing arguments for seminar papers, presentations and debates etc.</p> <p>General skills are developed through various course debates, seminar papers and presentations, as well as practice (internship) in state institutions, financial institutions, private companies and non-governmental sector.</p> <p>Assessment<br/>Written exams, assessment through course presentations, seminar papers and practice.</p> |

Modifications and supplements of study programmes

| <b>C. Application of Specific Skills</b>  | <b>Lectures/Instruction</b>  |
|---|--|
| <p><b>Application and problem solving</b></p> <p>Upon successful completion of the programme students will be able:</p> <p>a) To identify problems in the field of Business, Management, Finances, Public and Private Sector Marketing.</p> <p>b) To conduct general and specific analyses in the Business field.</p> <p>c) To elaborate the differences and needs of the society from scientific and practical aspect</p>  | <p>- The ability to solve problems is primarily developed through preparation and participation in:</p> <p>- Seminars, analyses of the linguistic and literature problems, as well as practical work through which students closely face the multidimensionality of problems in Public Administration and Social Policy. This method enables the link between theory and practice, which is a requirement for a successful career in the institutions of Public Administration.</p> <p><b>Assessment</b></p> <p>It is performed through final exams, mid-term exams, presentations and seminar papers, as well as through Thesis work and public presentation upon successful practice completion.</p> |
| <b>C. Resources, research and Assessment</b>  | <b>Lectures/ instruction</b>   |
| <p>Upon successful completion of the programme students will be able:</p> <p>a) To work both individually and in a team on researching the most suitable forms for meeting the needs of the population.</p> <p>b)To elaborate the differences and needs of the community both scientifically and practically,</p> <p>c) To actively engage in the creation of macro- and micro-economical policy.</p> <p>d) To be informed and contribute to the scientific and professional surveys on human and the community that needs to be involved in the society and the country.</p> | <p>Practical tutorials, individual and group course presentations, especially in the compulsory course in "Comparison of the business climate in the world (EU, the USA) and Macedonia.</p> <p><b>Assessment</b></p> <p>It is performed on the grounds of evaluating the analyses of issues from practice, individual and group presentations, seminar papers etc.</p>   |

|  |   |
|--|---|
| <b>D. Main skills:</b>   |   |
| <b>Communication and literacy.</b>   | <b><i>Lectures/Instruction</i></b>  |
| <b>Upon successful completion of the programme students will be able:</b>  | Seminar papers, in-class presentations, class discussions and debates. In the course of the first year, students will be fluent in Albanian/Macedonian, and will acquire linguistic abilities to use terminology from the field of Public Administration. |
| a) To use, both in oral and written form, Albanian, Macedonian and English in Business field.  | <b>Assessment</b>   |
| b) To engage in argumentation and discussion of complex issues in Business (economy) in Albanian, Macedonian and English, both efficiently and constructively. | Assessment of seminar papers, course presentations, realized practical work as well as written and oral exams.  |
| c) To provide clear and coherent presentation on a topic or task, appropriately using the selected literature.   |   |
| d) To read complex materials related or not related to the field of economy (Business).  |   |
| e) To use the necessary terminology in Albanian, Macedonian and English.   |   |

**11. Study programme structure, admission requirements, levels, modules, credits and awards**

The instruction is offered in full-time and part-time form. The study programmes are with a duration of three years (six semesters) for undergraduate studies, that is 180 ECTS credits and two years (four semesters) for postgraduate studies, that is 120 ECTS. Students will have instruction of obligatory and elective courses. The courses give them credits that correspond approximately with 25-30 classes of the lectures duration. Students have to acquire 60 credits per year, for about 1500-1800 classes per year. SEE-University brochure contains more detailed information on credit policy. Courses are divided into semester units. Students have to complete all the courses according to the following obligatory study programme. Participation in classes is obligatory and it is a primary condition for successful completion of the course. Every course needs to be completed by satisfying the requirements set in the course- syllabus. In the final, sixth semester, students will acquire practical knowledge and skills, which are a requirement for graduation at an undergraduate level.

For successful completion of postgraduate studies (Masters), in the fourth semester students have to complete a Masters Thesis which will be publicly defended with a Committee chosen by the Academic- scientific Council of the Faculty.

Modifications and supplements of study programmes

**STUDY PROGRAMME FOR FACULTY OF BUSINESS ADMINISTRATION**

| <b>Semester 1</b>  | <b>Credits</b> | <b>W/S</b> | <b>Lectures:</b> | <b>Tutorials:</b> | <b>Overall classes:</b> | <b>Group size</b> |
|--|----------------|------------|------------------|-------------------|-------------------------|-------------------|
| English Language (Levels 1-4, Academic English)                    | 3              | W          | 0                | 22                | 90                      | 20-30             |
| Albanian Language 1/<br>Macedonian Language 1                      | 3              | W          | 11               | 11                | 90                      | 200/20-30         |
| Advanced IT skills   | 3              | W          | 11               | 11                | 90                      | 200/20-30         |
| European Studies   | 3              | W          | 11               | 11                | 90                      | 200/20-30         |
| Introduction to Business   | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| Marketing Principles   | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| Management Principles  | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| <b>Total</b>   | <b>30</b>      |            |                  |                   | <b>900</b>              |                   |
| <b>Semester 2</b>  | <b>Credits</b> | <b>W/S</b> | <b>Lectures:</b> | <b>Tutorials:</b> | <b>Overall classes:</b> | <b>Group size</b> |
| English Language (levels 1-4, Academic English, Advanced Academic) | 3              | S          | 0                | 22                | 90                      | 20-30             |
| Albanian Language 2/<br>Macedonian Language 2                      | 3              | S          | 11               | 11                | 90                      | 200/20-30         |
| Financial Accounting (GAAP)  | 6              | S          | 30               | 15                | 180                     | 200/20-30         |
| Microeconomics   | 6              | S          | 30               | 15                | 180                     | 200/20-30         |
| Marketing- Management  | 6              | S          | 30               | 15                | 180                     | 200/20-30         |
| Business Mathematics   | 6              | S          | 30               | 15                | 180                     | 200/20-30         |
| <b>Total</b>   | <b>30</b>      |            |                  |                   | <b>900</b>              |                   |
| <b>Semester 3</b>  | <b>Credits</b> | <b>W/S</b> | <b>Lectures:</b> | <b>Tutorials:</b> | <b>Overall classes:</b> | <b>Group size</b> |
| English Language (levels 2-4)<br>English for Specific Purposes 1   | 6              | W          | 0                | 45                | 180                     | 20-30             |
| Macroeconomics   | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| Business Law   | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| Financial Management   | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| Business- Calculus   | 6              | W          | 30               | 15                | 180                     | 200/20-30         |
| <b>Total</b>   | <b>30</b>      |            |                  |                   | <b>900</b>              |                   |
| <b>Semester 4</b>  | <b>Credits</b> | <b>W/S</b> | <b>Lectures:</b> | <b>Tutorials:</b> | <b>Overall classes:</b> | <b>Group size</b> |
| English Language (levels 2-4,<br>English for Specific Purposes 2   | 6              | S          | 0                | 45                | 180                     | 20-30             |
| Statistics   | 6              | S          | 30               | 15                | 180                     | 200/20-30         |
| Information Systems<br>Management                                  | 6              | S          | 30               | 15                | 180                     | 200/20-30         |

## Modifications and supplements of study programmes

|               |           |   |    |    |            |           |
|---------------|-----------|---|----|----|------------|-----------|
| Free Elective | 6         | S | 30 | 15 | 180        | 200/20-30 |
| Elective      | 6         | S | 30 | 15 | 180        | 200/20-30 |
| <b>Total</b>  | <b>30</b> |   |    |    | <b>900</b> |           |

### Elective Courses 1:

1. Local Accounting Standards
2. The Process of European Integration
3. Economic Development
4. Consumer Behavior
5. Introduction to Data Bases Programming and Projecting\*
6. Organizational Behavior

| Semester 5             | Credits   | W/S | Lectures: | Tutorials: | Overall classes: | Group size |
|------------------------|-----------|-----|-----------|------------|------------------|------------|
| International Business | 6         | W   | 30        | 15         | 180              | 20-30      |
| Operational Management | 6         | W   | 30        | 15         | 180              | 200/20-30  |
| Managing Accountancy   | 6         | W   | 30        | 15         | 180              | 200/20-30  |
| Advanced Elective      | 6         | W   | 30        | 15         | 180              | 200/20-30  |
| Advanced Elective      | 6         | W   | 30        | 15         | 180              | 200/20-30  |
| <b>Total</b>           | <b>30</b> |     |           |            | <b>900</b>       |            |

### Advanced Elective Courses 1 and 2:

1. Business Communication
2. Market Research
3. Public Finances
4. Product Design and Development
5. Project Management
6. System Analysis and Web-technologies
7. Property and Investments
8. Money and Banks

| Semester 6                          | Credits   | W/S | Lectures: | Tutorials: | Overall classes: | Group size |
|-------------------------------------|-----------|-----|-----------|------------|------------------|------------|
| Small Business and Entrepreneurship | 6         | S   | 30        | 15         | 180              | 20-30      |
| Management Economics                | 6         | S   | 30        | 15         | 180              | 200/20-30  |
| Strategic Management                | 6         | S   | 30        | 15         | 180              | 200/20-30  |
| Internship or Advanced Elective     | 6         | S   | 30        | 15         | 180              | 200/20-30  |
| Advanced Elective                   | 6         | S   | 30        | 15         | 180              | 200/20-30  |
| <b>Total</b>                        | <b>30</b> |     |           |            | <b>900</b>       |            |

### Advanced Elective Courses 1 and 2:

1. Analysis of Financial Reports
2. Decision-making Analysis
3. International Finances
4. Service Marketing
5. Human Resources Management
6. E-commerce
7. \*Internship, project or elective
8. \*\*IT Project Management

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## COURSE DESCRIPTION

### SEMESTER 1

#### **Advanced IT- skills**

This course is designed to prepare the students with different background in basic computing needs for effective management and communication. It is aimed to help students develop abilities for technological innovations as a means of acquiring competitive advantage. A large proportion of technologies have reached success in fields different from initially targeted ones.

#### **European Studies**

The course in European Studies is a core course studied at all Faculties at SEE-University. It is a one-semester course that is studied in the first semester. The syllabus for this course covers basic knowledge in:

- Europe
- European History
- Culture, Civilization and European Values
- European Identity
- European Institutions etc.

#### **Introduction to Business**

This course is designed to introduce the students to the external and internal environment of the enterprise. However, the attention will be given to the financial, marketing and organizational function of the enterprise. Apart from this, the influence of the enterprise on the community of its functioning will be observed.

#### **Marketing Principles**

This course will study the role of marketing activities in organizations management. The focus is on the application of marketing principles for development of effective marketing programmes for products and consumer services and industrial beneficiaries. Special attention is given to the utilization of Marketing Analysis and consumer behavior in the development of appropriate strategies for product, price, distribution and promotion.

## **Management Principles**

This course is designed to introduce students to “management language” (terms and theories) and the role of managers in the organization. Students will apply the acquired knowledge in the different case studies referring to appropriate aspects. The course will cover: main management schools and theories, understanding of management, management as process and main management functions such as planning, organizing, leadership, motivation, human resources management and control.

## **SEMESTER 2**

### **Financial accountancy**

This course deals with the fundamentals of financial accountancy. It introduces the students to the field of financial accountancy and covers the following areas: general about accountancy, financial statements- balance sheet and income statement, income sheet, balance of accounts and capital account balance, etc.

### **Microeconomics**

This course is concerned with the introduction to the principles of Microeconomics, both from theoretical aspect, and from an aspect of their application in organizations and industrial branches. The aim is to provide an insight into how the market allocates the resources among different competitors. It also endeavors to identify the strengths and weaknesses of the market system and causes for governmental intervention in a capitalist market economy. This course aims to provide comprehension of organization decisions related to products, consumers and prices within the different market structures, including impeccable competition, monopoly, monopoly competition and oligopoly.

### **Marketing Management**

The aim of this course is to provide students with knowledge in the field of managing marketing activities, marketing environment and its dynamics and stimulating influence on the operating of enterprises, marketing decisions made by the managers in relation to strategies applied and the consequences of those strategies, marketing planning, marketing tactics and marketing control. Bearing in mind the fact that the focus of attention in any enterprise should be the consumer and his/her needs and wishes, it is necessary to make appropriate marketing decisions in the enterprise as a whole as well as its lower levels of organization so that it can fully meet the requirements of the consumers. In order to achieve this, one has to possess knowledge in the field of marketing management.

## **Business Mathematics**

The aim of the course syllabus is for students to understand the importance, essence and the need for application of certain mathematical methods and models when solving numerical problems from economical theory and practice. In line with this, the aim is to found and build future economists' knowledge and experience which is in applicable and correlational dependence with the success of their functioning through the ability for overall quantitative analysis and reasoning. The complexity of the material is at the level which is understandable to the students, and the approach is based on gradual development of practical problems, methods and models, and above all, it focuses on solving practical problems in order to motivate the students for applicable and suitable utilization of the material presented.

## **SEMESTER 3**

### **Macroeconomics**

This course is an introduction to the macroeconomics principles and is a part of the core courses from the Business field. It will cover the fundamentals of macroeconomic theory, i.e. theories referring to the functioning of the economy as a whole. We will focus on aspects such as: BDP, unemployment, inflation rate, cyclical movement of the national economy, macroeconomic balance, fiscal policy, monetary policy, external trade etc. Not only will the theoretical aspects discussed, but they will be linked to the reality in the Republic of Macedonia. We will focus on the causes and effects of different macroeconomic issues, such as unemployment, trade surplus and deficit, the cyclical movement of the national economy, etc. The major reason for studying Macroeconomics is introducing the students to these topics, on a local, regional as well as global level.

### **Business Law**

This course studies the application of Business Law in meeting the individual needs and career development. Some of the topics that need to be covered are: history of Law, contracts, employer- employee relationships, consumer protection, negotiation tools and other legal tools. This course offers introduction to the fundamentals of the current Legal System and its influence on individuals. Students will acquire and apply their knowledge in different activities in the classroom directed to develop critical thinking abilities. The topics include: Law, Ethics, Legal System, contracts, debts, claims and bankruptcy.

### **Financial Management**

This course is aimed at all the students from the Business Administration field, not only students from financial departments. Within the frames of this course many aspects, starting with general overview, detailed analysis of certain concepts, financial tools and techniques used in decision making are examined. The aim is to introduce the students to the financial activities of a company. Attention is given to the basic financial concepts, such as: the temporal value of money, assets rating, risk and rate of investment refunding.

### **Business Calculus**

This course is primarily oriented to practice. Students need to be introduced to the previously acquired knowledge from the field of Algebra. Also, within this course, students are introduced to the theoretical concepts and scientific terminology.

## **SEMESTER 4**

### **Statistics**

Through this course students will comprehend and apply the elements of Descriptive Statistics, Theory of Probability, Sample Distribution, Calculation of Distributive Parameters, Estimate and Control of Statistical Hypotheses, Hypotheses Testing, Variance Analysis, Linear Analysis and Analysis of Temporal Series, Simple Linear Regression and Correlation.

### **Information System Management**

This course covers the new movements in the development of Information Systems and Computing Technology, necessary for the decision-making process. The course examines the application of ISM as a means of acquiring competitive advantage, as well as the application of this technology in the functional fields. The international, social, ethical, legal and organizational aspects of ISM will be examined within the frames of this course. Also, a detailed analysis of the technological component of this fast-developing field and the popular Internet models will be covered. Students will be introduced to these aspects through detailed research, literature, the Internet, case studies and presentations.

## **ELECTIVE COURSES**

### **Local Accounting Standards**

This course introduces the students to the area of Local Accounting Standards. It covers the following topics: accounting plan of RM, assets, obligations and proprietary capital, cost price- expenses, material expenses, fixed assets depreciation, salaries, current output, revenues and expenditures, estimate of profit tax, defining of a financial report, compiling the annual balance sheet, etc. In general, the course refers to accounting, concepts of double accounting and financial reports.

### **European Integration Process**

The expansion of the European Union, based on the economic integration of its current and potential member countries is the most advanced experiment in the multilateral cooperation and integration so far, and due to this reason, it is considered as a unique world example of peacekeeping. So as to explain this immense success, the following question has to be answered: How does EU function and what are the factors determining the policy and decision making? This course will introduce students to legal fundamentals, institutions, policies and mechanisms of decision making in the European Union. The main issues of European economic integration and the process of expansion will be examined. By analyzing the basic approaches to the key political fields (Integral Market, European Monetary Unit, Structural funds, CFSP) students will learn about the interaction among the institutions of the European Union, member countries, and interest groups and, eventually, will be skilled to estimate the current challenges of the European integrative process.

### **Economic Development**

The course provides students with the possibility to research and understand problems related to Economic Development. By the end of the course students will be able to use and understand the main theories of Economic Development, as well as the main issues of economies development. It is assumed that students are familiar with the basic principles of economic thought, introduced in the course in Principles of Macroeconomics and Microeconomics. Theories of development will be studied and used in the analysis of relevant economical issues of today's economies in development. A precondition for this course is students to have passed the courses in Macroeconomics and Microeconomics before they enroll for the course in Economic Development.

### **Consumer Behavior**

The course covers determinants of behavior influencing goods and services demands. Consumer characteristics, analysis of situation and production attributes, decision making, formation of attitude and change, cognition, perception and learning are the basic elements of this course. It also includes examination of the marketing concepts on product positioning, segmentation, brand loyalty, shopping preferences and innovations diffusion. Furthermore, the abovementioned is examined in the context of the surrounding factors, ethical, multicultural, sociological, cultural, psychological, economic actors and communication theories focusing on creating unique marketing mix for specialized targeted markets.

### **Introduction to Programming and Data Base Design**

The course covers all the phases that involve developing data base and management programmes, by using advanced and universal systems of data base management. It includes techniques for data base analysis, such as relation to the subject and modeling oriented towards the object, it explains the distributed environments of data bases client/server issues, and provides tools for administering the data bases and data storage. The aim of this course is to help students understand people behavior in today's complex organizations. The main issues covered in the curriculum are: the man as an individual, motivation, groups and group behavior, leadership theories, authority, power, policy, culture and changes in the organization.

## **SEMESTER 5**

### **International Business**

The course refers to international business, trade and foreign investments, including discussion on cultural, political, social and economic aspects of conducting International Business. It includes theories on International Trade and Economic Development, with a special emphasis on trade blocks and the emergence and development of the European Union.

### **Operational Management**

Operational Management refers to creation of products and services and their distribution to the consumers. Taking into consideration that this is the entire activity of the organizations, one can conclude that Operational Management is of immense importance for the functioning of the organization. For this reason, every student has to have knowledge about the role, aims and activities of the Operational Management. Consumers may be identified and informed about the product by the Marketing. However, it is the Operational Management that will be responsible for the satisfaction or disappointment of the consumers, as the whole organization is dependent on them.

### **Managing Accountancy**

This course covers the following topics: calculation of product and service costs, business entity types, cost centers, cost types, calculation and accountancy of direct and indirect costs, analysis of Cost Volume Profit- critical profitability point, overall and variable costs, master budget, flexible budget, capital budgeting, cost control, cost, profitable and investment centers, evaluation of business information on the grounds of available funds (relevant costs and relevant income).

## **ADVANCED ELECTIVE COURSES**

### **Business Communication**

The aim of the course is to introduce the students to multidimensionality of Business Communication, that is as future managers, to communicate effectively within and out of the organization, in the contacts with the business world, etc. Within the frames of studying the theory and practice of Business Communication, students will perceive and understand the importance and features of Business Communication, feedback, communication styles, communication climate and communication barriers. Special attention is given to studying the transactional analysis of communications and code of conduct in communication processes, as well as spoken, non-verbal and written communication, speech preparation and delivery, chairing business meetings, telephone communication and business negotiation, but also the importance of listening in communication. Non-verbal communication is studied in detail along with cross-cultural differences, and written communication through writing different types of letters and reports.

### **Market Research**

The course covers the fundamentals of Marketing Research (research, descriptive and causal). Furthermore, the course includes knowledge from the field of different types of Marketing Research (qualitative and quantitative), as well as complex issues from every stage of the process of Market Research, including definition of major problems supported by research objectives with information, methodology, questionnaire design, samples, data collection, statistical analyses (for example: data/content analysis). A precondition for this course is students to have passed the course in Statistics.

### **Public Finances**

This course covers the role of the public sector in economy and market economy. This is an elective course from the Business programme. Principles and forces of public consumption, public debt and tax, and intentional and non-intentional consequences of these policies will be studied within this course. Intellectual basis justifying the existence of the public sector will be studied, as well as the economic theory describing the role of the public sector. Finally, the Macedonian public sector will be examined and how the actions within it reflect both individual and corporate decision making and wealth.

### **Product Design and Development**

Product Design and Development is a course based on a project dealing with modern tools and methods of Product Design and Development. The basis is a project in which the student teams for managing, engineering and industrial design create, design and produce a prototype of a physical product. Class sessions are held in a seminar form and include cases and practical exercises in order to support the key concepts. The topics include identifying consumer needs, generation concept, product architecture, industrial design and manufacture design.

### **Project Management**

Organizational endeavors for effective project management may provide victory over competition on the innovation markets. To be first on the market (even for several weeks), in today's business environments, may mean an amount of money for the organization, from the aspect of building brand loyalty and winning a part of the market. Moreover, project managers in consultant organizations who are skilled at planning, implementing and completing clients' projects on time and within the budget, are among the most valuable individuals in their organizations. This course addresses the skills necessary for becoming a successful Project Manager.

### **System Analysis and Web Technologies**

This course introduces the strategic role of information and communication technologies in the formation and utilization of information systems, as well as their integration in all the functions of the management. This course examines the assessment of needs, selection of adequate technology, planning and implementing of business information systems, new advancement in IT and issues related to security, risks and control. Consequently, this is a research course designed to provide the student with detailed knowledge about the concepts and terminology of e-commerce, e-commerce applications, methodologies and services. Business solutions for electronic orders, supplier management and consumer relations management, electronic trade are addressed. The aims of the course are to provide students with wide knowledge of technological infrastructure necessary for the existence of e-trade, its current developments, perspectives on “why” and “how” processes in different industries and legal issues related to security and privacy.

### **Property and Investments**

The subject of the curriculum is to provide theoretical and applicable perceptions from the field of investments and investment process, preparation of investment studies, particularly economic elaborate, assessment and selection of investment projects and investment- related risk analysis.

### **Money and Banks**

This course strives to enhance the knowledge of the students about financial markets and institutions, and their influence on the money in economy. The activities of the financial markets and institutions of the World Bank, as well as recent developments in theory and practice in this field are examined. In addition, even though this is a theoretical course, we attempt to analyze specific world events, as well as financial crises in the economies in transition; the crisis related to the Macedonian and Albanian pyramid scheme and the role of IMF.

## **SEMESTER 6**

### **Small Business and Entrepreneurship**

This course is designed to research the entrepreneur role and the manner in which innovative business ideas are developed. Students will review the plans, self-evaluation and operating strategies necessary for starting a small business. The process of business planning covers the recognition of possibilities, development of business conception, performance analysis, as well as business plan. The business plan consists of:

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management and organization plan, product/service plan, marketing plan and financial plan. Students will gain knowledge, skills, concepts and strategies for starting a new business and entrepreneurship at an early stage. The course also covers purchasing of an existing business and franchise purchasing.

### **Manager Economy**

The course is concerned with how microeconomic principles and quantitative techniques may aid managers in decision making. The topics include predicting consumer needs, production and cost analysis, optimal price and production decisions, sensitive analysis and capital budgeting. The aim of this course is to introduce students to a whole range of problems managers face. Faced with such problems, strategies and means for their overcoming will be developed by also using computer technology. Our basic computing tool will be ANGEL. The aim is to develop skills to the extent that Excel is a tool in the job hunting process.

### **Strategic Management**

Strategic Management is designed to introduce students to different strategies that contribute organizations to exceed their competitors and acquire suitable competitive advantage. This course does not refer exclusively to strategic planning, but strategic analysis as well. Students will learn the process of Strategic Management by starting with the philosophy and mission formulation, evaluation of the external and internal environment of the organization and analysis of competitive position of the company, methods of analyzing the industry and the competitors within its frames, plan development and strategy application (performing of the plan in action).

## **ADVANCED ELECTIVE COURSES**

### **Financial Report Analysis**

As an advanced course in Financial Accountancy, this course focuses on report analysis for modifications in proprietary capital, income statement, financial statement and report on monetary flows. The topics include analysis of financial and investment activities, profitability, growth, economic value, and evaluation of operations and mortgage.

### **Decision Making Analysis**

Decision Making Analysis aims to help individuals who are making decisions regarding real world choices. This course introduces the students to theory and practice of decision making analysis. The student will study the tools and methods used by decision making analysts, by focusing on understanding where those tools and methods come from. The material is based on basic books and original articles and readings from the fields such as basics of the theory of decision making, operational research, management science, economy and psychology of decision making.

### **International Finances**

International Finances is a scientific discipline which is in constant expansion. Financial markets of today are truly global. No student who is studying economics and finances may fully comprehend the contemporary movements in the international economies and the world economy without appropriate knowledge in international finances. The topics covered in this course- issues of payment- balance trends, rate of exchange determinants, factors determining the international capital flows, business philosophy of multinational companies and international financial institutions, etc.- are no longer of interest only to small groups of academic economists or specialized professionals. The knowledge from this course is a basis for the students expecting to find jobs related to international investments, international banking and multinational business activities.

### **Service Marketing**

The aim of the course is to introduce the students to the concept of marketing in the operation of service enterprises, and how it functions in practice. Starting with the necessity of the application of marketing in service enterprises, one has to consider the differences between services and products, and with it the peculiarities of service marketing. Under conditions of today, when services are in constant growth, one can not disregard the marketing approach to the operation of service enterprises and meeting the needs of consumers through a good marketing programme. As well as with production enterprises, service enterprises require good management of marketing services as a basis for successful operation on the market.

### **Human Resource Management**

Study of the course material is aimed to introduce the students to the complex issue of Human Resource Management, understood as a process of conducting a range of activities and functions in order people, as the most important resources in the organization, to be used in the most effective and efficient manner. Within these frames, special attention is given to the following aspects of Human Resource Management:

different conceptions of human resource management, the content, aims and tasks of human resources management, the position of human resources management in the functioning of the organization, analysis of operation, human resources planning, provision of candidates for new positions, selection of human resources, introduction to the work, professional development of human resources, encouraging success in work, detecting managerial potentials and abilities, and human resources management and working relations.

### **E-commerce**

The aim of the course is to understand and apply the concepts of electronic commerce (e-commerce). To identify the business needs for adapting to the constant and continuous changes in the environment, to identify the importance of incorporating Information Technology in key business processes, through improving their current operational efficiency, so as to transform in competitive gains. To develop strategic, administrative and operational planning of new businesses or to improve the existing one with the means of the developing technology.

### **IT- Project Management**

The course is designed to transfer to students knowledge and skills necessary for conducting different tasks from the domain of managing projects at different levels of project hierarchy. The above-mentioned aim will be achieved through realization of the course syllabus, composed of theoretical and practical parts, as well as through individual student and group work. The basic foundation of the course will be its theoretical part, through which students will be introduced to the peculiarities of Project Management as a discipline, they will acquire the knowledge necessary for project structuring, planning of its activities, planning and optimization of time and costs for its realization, composing and coordination of the project team, the role of the project manager etc. Apart from this, students will be trained to use appropriate software that alleviates the work of the project manager, which will also be presented through realization of practical tasks. Finally, in the course of the classes, students will go through the preparation phases of a hypothetical project, through individual work, but also through participation in a project team which composed of the students themselves, where they will be able to practically apply the acquired knowledge.