



**UNIVERSITETI I EVROPËS JUGLINDORE**  
**УНИВЕРЗИТЕТ НА ЈУГОИСТОЧНА ЕВРОПА**  
**SOUTH EAST EUROPEAN UNIVERSITY**

## **Study program      Public Administration (2017/2018)**

Faculty	Contemporary Social Sciences
Study Cycle	First Cycle (Undergraduate)
ECTS	180 / 240
Code	N-PA
Title	Bachelor of Public Administration
Accreditation archive number [180]	03-619/9
Accreditation archive number [240]	03-1619/19 (10.11.2017)
Decision for starting of the program	03-1619/19 (10.11.2017)
Accreditation date	21.03.2017

## **Description of the program**

The program for Public Administration has multidisciplinary access of the core elements of the study in the field of public administration & management, law, socio economic sciences, it describes and identifies basic concepts, principles, administrative and law processes and theories in public administration, theories in public administration, such as those concerning institutional and human behavior, public policy process, public sector economy, and management of public and nonprofit organizations.

Main objectives of the program are to prepare students for:

- Preparing administrative documents, planning and coordination of inter-institutional work, archiving, registration of administrative subjects using the informative systems.
- Implementing the professional knowledge for fulfilling of the working tasks in the state institutions and public administration, private organizations and the civic sector.
- To develop critical thinking for the work of state and public institutions in cases of breaking the administrative rules, bureaucracy and non-transparency.
- To be analytically skilled to develop the role of the state and public administration in the last decades in Republic of Macedonia and in other regional states.
- To recognize the contemporary trends and developments in state and public institutions and public management in both developing and developed countries.
- To take initiative to identify and address learning needs for the institutions of state and public administration.

## **Career**

Public Administration studies provides the educational requirements to support students begin their professional career path in government, state and local government agencies, municipalities, public institutions, local schools administration, non-profit organizations, universities and corporations.

## **Learning outcomes**

## **Knowledge and understanding**

- They can apply multidisciplinary approaches in practice about complex work of state and public administration and implement the relevant rules and procedures.
- Demonstrate ability to prepare administrative documents, assist in planning and coordination of inter institutional work, archiving, records the administrative subjects using the information system.
- Apply professional knowledge in fulfilling work duties in the institutions of state and public administration, private organizations, and NGOs.

## **Applying knowledge and understanding**

- The student: has multidisciplinary knowledge and understanding of the core elements of the study in the field of public administration & management, law, socio economic sciences.
- Describes and identifies basic concepts, principles, administrative and law processes and theories in public administration, such as those concerning institutional and human behavior, public policy process, public sector economy, and management of public and nonprofit organizations.
- Has understanding of various systems of Public Administration-State Administrations, public management and the interaction of political institutions and processes, governmental or administrative policies.
- Has knowledge of EU integration processes from public and state administration and institutional aspects.

## **Making judgement**

- Be able to differentiate the characteristics and developments existing in the state and public institutions, private organizations, and NGOs in the country.
- Develop critical thinking on the work of state and public institutions in case of violation of the administrative rules, bureaucracy and non-transparency.
- Evaluates different structures and processes of public sector management, guidance and control.
- Critically compare the development of the role of the state and public administration in recent decades in Macedonia and in the region.

## **Communication skills**

- Is able to use written and speaking Albanian, Macedonian and English languages according to protocols and rules related to Public Administration;
- Is able to use variety of communication tools and respecting the ethical standards when working with state institutions and public actors.
- Can operate independently and can coordinate with others in order to complete different hierarchical level duties.
- Explain the interpersonal and inter-organizational roles of an individual within the public service.

## **Learning skills**

- Recognizes the contemporary trends and developments in state and public institutions and public management in both developing and developed countries.
- Can implement new transparent manner of work in state and public administration by using new technological tools.
- Take initiative to identify and address learning needs for the institutions of state and public administration.
- Abilities to perform lifelong learning and self-education in the field of Public Administration.
- Abilities to propose plan and develop training for the PA sector actors and institutions.

## **List of courses**

### **Semester 1**

- [CPA-102] [6.0 ECTS] **Introduction to Law**
- [CPA-101] [6.0 ECTS] **Introduction to Public Administration**
- [CPA-103] [6.0 ECTS] **Basis of Economy**
- [3.0 ECTS] **Elective course - Albanian/Macedonian Language**
- [3.0 ECTS] **Elective course - English Language**
- [6.0 ECTS] **Free elective course**

## Semester 2

- [CPA-301] [6.0 ECTS] **Basis of Statistics**
- [CPA-202] [6.0 ECTS] **Constitutional Law**
- [CPA-203] [6.0 ECTS] **Principles of Sociology**
- [6.0 ECTS] **Free elective course**
- [3.0 ECTS] **Elective course - English Language**
- [3.0 ECTS] **Elective course - Albanian/Macedonian Language**

## Semester 3

- [CPA-401] [6.0 ECTS] **Institutions and Policies of EU**
- [CPA-302] [6.0 ECTS] **Introduction to Public Policies**
- [CPA-303] [6.0 ECTS] **Administrative Law**
- [6.0 ECTS] **Lëndë zgjedhore - Gjuhë angleze për qëllime specifike 1**
- [6.0 ECTS] **Free elective course**

## Semester 4

- [CPA-201] [6.0 ECTS] **Public Leadership and Organizational Development**
- [CPA-402] [6.0 ECTS] **Administrative Procedure**
- [CPA-501] [6.0 ECTS] **Modern Concepts and Principles of Management in Public Sector**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course - English for specific purposes 2**

## Semester 5

- [CPA082] [6.0 ECTS] **Quantitative Methods**
- [CPA-502] [6.0 ECTS] **Systems of Local Government**
- [CPS-503] [6.0 ECTS] **Public Finance**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

## Semester 6

- [CPA7030] [6.0 ECTS] **Comparative Aspects of the Public Administration Systems**
- [CPA-403] [6.0 ECTS] **Management of Human Resources in Public Sector**
- [CPA-604] [6.0 ECTS] **Capstone project**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

## Semester 7

- [CPA118] [6.0 ECTS] **Contemporary Political Systems**
- [CPA7020] [6.0 ECTS] **Applied Economics in the Public Sector**
- [CPA-701] [6.0 ECTS] **Strategic Management in the Public Sector**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

## Semester 8

- [CPA-801] [6.0 ECTS] **Social and Labor Law**
- [EPA-604] [6.0 ECTS] **Ethics in Public Administration**
- [CPA-802] [6.0 ECTS] **Economics for Managers in the Public and Nonprofit Organizations**
- [CPA-803] [6.0 ECTS] **Project - Case studies**
- [6.0 ECTS] **Elective course**

## Description of courses

## Core courses

- **Introduction to Law**

Introduction to Law uses the knowledge, basic concepts and categories from other legal disciplines and the main task is to give to them basic, introductory and general legal knowledge of phenomena: state and law.

- **Introduction to Public Administration**

Public administration is an area which is of special interest to science. With the course Introduction to public administration, students will gain knowledge on basic concepts of public administration. Particular emphasis will be directed on evaluating public administration, as well as toward reforms in this area in our country. Students will have the opportunity to become familiar with this area and critically analyze the development and phenomena of public administration. Because this area is subject to constant change, particular attention will be given to new theories and the classical theories of public administration. The Course of the research consists of: concepts and basic knowledge of the principles and the institutions of public administration, the role and importance of public administration in the organized society; genesis and historical development of public administration; organizational structure of public administration; the functioning of the institutions of public administration ; civil servants, control and responsibility of PA, communications in PA, public administration as a service for protection and realization of human rights etc.

- **Basis of Economy**

The Course is designed to familiarize students with the external and internal environment of the enterprise. However, attention will be paid to the financial, the marketing function and organizational function of the enterprise. In addition, it perceives the impact of enterprise on the community in which it operates.

- **Basis of Statistics**

The main goal of this course is to enable students to gain basic knowledge of basic statistical methods and their application in order to follow the professional literature, to be able to concisely present the results and conclusions of the conducted researches. Key aspects of the study of this course are: determination of disciplines, linking of data, statistical analysis, applying statistical methods in the field of humanities, statistics demonstrating and relationship between statistics and other sciences.

- **Constitutional Law**

Theoretical and practical introduction of the students with the Constitutional Law, as a basic branch of law, the Constitution as the highest legal and political act of the state, and the constitutionality and legality, as basic principles of the legal state.

- **Principles of Sociology**

The course "Principles of Sociology" aims to prepare the students with general knowledge about social phenomena, as well as with particular and specific knowledge about social processes and phenomena that they are facing and will face in future, as citizens and academics.

- **Institutions and Policies of EU**

This course aims to introduce students to the complex nature of phenomena that consists the European integration, institutions and policies. The first part of this course covers the development of institutions, decision making process and the role of major actors, while the second section covers the policies of the EU. Also, this course aims to familiarize students with major theoretical interpretations and development of the EU, and to give consideration to current and future challenges facing the EU in terms of its institutions and policies.

- **Introduction to Public Policies**

The Course aims to provide students easier understanding and mastering of public policy, its principles for creating, running a particular policy, analysis, implementation, evaluation and development of it. Management of public policies is a discipline for problem solving that draws knowledge of basic theories and methodologies of social sciences, the social professions and the philosophy of politics.

- **Administrative Law**

The main purpose of the Course Administrative law is learning the material for better and easier to understand the organization and functioning of the administration of national and international aspect. Better knowledge of the legal acts, the types of acts or methodology for creating the tools and instruments to control the administration.

- **Public Leadership and Organizational Development**

The Course aims to enable students to identify how leaders and managers are developing and implementing the achievement of the mission and vision of an organization in the public sector; develop values required for long-term success and their application through appropriate activities and habits; how leaders and managers are personally involved in providing assurance that the systems for managing the organization will be developed and implemented. Also, about how the organization implements its mission and vision through a clear strategy based on the views of all interested parties, supported by all relevant policies, plans, goals and processes.

- **Administrative Procedure**

After finishing the Course Administrative procedure, students will gain knowledge about the basic features of positive legislation for the General Administrative Procedure in the Republic of Macedonia as well as in special proceedings conducted in front of competent institutions, as formal law, but by comparing with other countries, especially from our environment.

- **Modern Concepts and Principles of Management in Public Sector**

Students will be able to recognize the fundamental aspects of public management as a scientific field and as a profession and analyzes the activities of the government, from legal, managerial and political perspective.

- **Quantitative Methods**

The purpose of this course is to focus on two general approaches to quantitative and qualitative data analysis. In terms of quantitative analysis, it focuses on the use of statistical analysis, whereas in terms of qualitative analysis, it is determined as those approaches in which quantitative approaches are not included, or approaches that do not use numerical manipulation. Also this course will analyze case studies for presentation of research methods, some parts of social science research, approaches to research design, conducting empirical design and multi-variable analysis.

- **Systems of Local Government**

Students of the Faculty of Public Administration and Political Science should master the basic skills, even more comprehensive regarding the organization and functioning of local government. Also, they should gain knowledge of the relationship of local and central government, the basic principles of local self-government in countries with traditional local self-governments, in the countries of Southeast Europe and the Republic of Macedonia. The purpose of the study of this course is the students to be ready at the required level, to be able to complete commitments fully and responsibly.

- **Public Finance**

Provide students with knowledge of public finance as one of the main levers of macroeconomic policy and fundamental instruments to the functioning of a national economy as a whole and as a subsystem of an economic system of the country. Introduction to knowledge for public good and costs for their provision, externalities, the distribution of public revenue, allocation and reallocation of revenue, comparative aspects of public finance in developed countries and those in transition, the specifics of the fiscal systems of Macedonia, their trends and challenges, fiscal decentralization, etc. Introduction to professional knowledge about the budget and extra-budgetary funds as the main instruments of fiscal policy, procedures about preparation, elaboration, composing, approval, implementation and control of the budget, as well as the techniques of budget for the local and central level. Creating a clear picture to students for the functioning of a fiscal system, giving points of reference in terms of various fiscal theories that can perform comparative difference and find common points of operation of these systems in different countries. Informative introduction of the students with the main indicators of fiscal policy in the Republic of Macedonia, creating a real database in terms of long-term fiscal trends of RM, by stimulating students to work independent seminar papers and essays on the fiscal area.

- **Comparative Aspects of the Public Administration Systems**

Through this course students will gain knowledge about administrative system in different countries. The main objective is to examine types and forms of behaviour of public administration in different societies. Students will be familiar with different components of the administrative systems, functioning of institutions both the executive and administrative component. This knowledge is important in the context of globalization and integration processes.

- **Management of Human Resources in Public Sector**

Human resource management (HRM) is an important aspect of organizational management. This course focuses on the multiple expressions of management of human resources in the public sector. Through this course will be examined theories and practices of HRM in the context of factors, democratization of society, rapid development of

technology and globalization that directly affect the development of HRM. Also observes the role of HRM in organizations with emphasis on recruitment, selection and testing, training, development and compensation of human resources of the organization. Also important HRM activities include analysis and job descriptions. Applied strategic thinking in analyzing the organizational and personnel challenges, provides specific solutions to executives in the public sector. This course prepares you to be successful managers by examining the theories, practices, and policies of modern HRM.

- **Capstone project**

This is an activity related to diploma work and professional project. Students are required to complete a project, usually related to their diploma work, to outline the structure of the project, to do research and write down the report.

- **Contemporary Political Systems**

The primary objective of the “Contemporary political systems” course is to provide students with the knowledge about the political systems that are encountered today around the world, here including not only the political systems that are usually referred to as democratic ones. The course is structured in a way to provide students with theoretical knowledge about theories and conceptions on political systems, and at the same time inform them about the practical functioning of more political systems in the world. From this point of view, as the specific aims of this course the following can be emphasized: - The students should create an understanding of political systems in terms of their specifics and historical development. - Students should gain basic knowledge regarding the main theories and conceptions of political systems. - Students should get familiarized with the basic approaches towards the classification of political systems. - Students should be enabled to understand the specifics of individual political systems. Generally, this subject has the following general aims as well: - Gaining terminology knowledge, classifications, trends - Learning of basic theories or principles - Learning how the acquired knowledge can be transformed into actions (to improve thinking, ability to solve problems and make decisions) - Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course. - Acquiring skills in working with others as a member of a team - Developing creative capacities - Developing skill in expressing oneself orally or in writing - Learning how to find and use resources for answering questions or solving problems - Developing a clearer understanding of, and commitment to, personal values - Learning to analyze and critically evaluate ideas, arguments and points of view.

- **Applied Economics in the Public Sector**

Aim of the course The economy as a whole affects how we take care of our planet, the future that we want to be part of it, on the available resources, on the extent to which care for the poor and the rich. It needs only to be emphasized that the economic principles and concepts regardless of the level of development of the economy do not change. Economy of the public sector aims to determine the economy and the role of the state in the economy, the role of public institutions in the economy. It aims to determine the aggregate supply and aggregate demand, the impact of fiscal and monetary policy on markets.

- **Strategic Management in the Public Sector**

Course objectives: The economy as a whole affects how we take care of our planet, the future that we want to be part of it, on the available resources, on the extent to which care for the poor and the rich. It needs only to be emphasized that the economic principles and concepts regardless of the level of development of the economy do not change. Economy as a whole affects how we take care of our planet, the future that we want to be part of it, on the available resources, on the extent to which care for the poor and the rich. It needs only to be emphasized that the economic principles and concepts regardless of the level of development of the economy do not change. Through this course students acquire basic understanding of economic phenomena, business relations with administration capacity of the country. This course provides information on the business community relations, administrative system and political institutions. The knowledge will be applied to present the current socio-economic problems.

- **Social and Labor Law**

Course objectives: This course focuses on the economics of the labor market. In this regard, supply and demand determinants in the labour market, determinants of wages, wage differences between groups, investment in human capital, in employment and unemployment will be processed. The goal is to work with case studies of the labour market in countries in transition. Through lectures and exercises students will be introduced to the main areas of the labor market, which will provide the basis for original research in this area.

- **Ethics in Public Administration**

Objectives of the curriculum (competencies): - Has knowledge and understands the semantics and the concepts of

morality to ethics, standards of behavior, moral judgment and moral philosophy. - Develop a position on the moral position in professional life. - Set up clear views on the rights and responsibilities of the employee in state-public administration. - Able to face with ethical problem situations. - Has sense for the character that is required in the profession of administrator. - Is informed through literature, on ethics in the field of public administration. - Ready to use communication tools and to respect ethical standards in working with state institutions and public actors.

- **Economics for Managers in the Public and Nonprofit Organizations**

Qëllimet e programit të lëndës: Ekonomia si tërësi ndikon në mënyrën se si ne kujdesemi për planetin tonë, për të ardhmen që ne duam ta kemi si pjesë e tij, për burimet që kemi në dispozicion në masën në të cilën kujdesemi për të varfrit dhe të pasurit. Por veçmas duhet të theksohet se parimet ekonomike dhe konceptet pavarësisht nga niveli i zhvillimit të ekonomisë nuk ndryshohen. Përmes kësaj lënde studentët fitojnë kuptime themelore të fenomeneve ekonomike, marrëdhënieve të biznesit me kapacitetet administrimit të vendit. Ky program jep informacion mbi marrëdhëniet e komunitetit të biznesit, sistemin administrativ dhe institucionet politike. Njohuritë do të zbatohen për paraqitjen e problemeve aktuale socio-ekonomike.

## Elective courses

- **Macedonian Language for Professional Purposes 1**

Upon completion of the course Macedonian for Professional Purposes 1, students are expected to broaden and strengthen their abilities for more advanced written and oral expression in Macedonian in the context of the different professional settings. Students are expected to be able to read, write and comprehend various professional texts in Macedonian. They are also expected to acquire knowledge and skills about the general terminology from the field of law, business and economy, administration, computer sciences, language and communication and to be able to use that terminology in the framework of their future professions. Besides accomplishing these professional aims, students are expected to become more autonomous language learners and be able to think critically about different topics in a multilingual and multicultural environment.

- **Macedonian Language for Professional Purposes 2**

Upon completion of the course, Macedonian for professional purposes 2, students are expected to reconfirm and expand further their abilities for advanced written and oral expression in Macedonian, in the context of their future professions. They should be able to read, write and comprehend different kinds of professional texts in Macedonian, to analyse and discuss those texts, as well as to create their own documents, including professional biography in Macedonian (CV). They should also expand the knowledge of specific terminology from the field of law, business and economy, administration, computer sciences, language and communication and be able to use that terminology in simulation of authentic situations from the professional environment, in debates and exchange of opinion regarding different aspects of these professions.

- **Macedonian Language for Beginners 1**

The programme Macedonian Language for beginners 1: reading, writing, listening and speaking. Through special exercises and lectures introduction to basic communication in Macedonian language is provided, i.e. introducing, greeting, presentation, enriching vocabulary and write and understand short texts. When we created this program we took into the consideration that students can apply the acquired knowledge further. The material is processed under the principle of combined lectures and exercises, and continuous tasks through which students are actively involved during class and participate with their questions and suggestions.

- **Macedonian Language for Beginners 2**

The programme Macedonian Language for beginners 2 includes: reading, writing, listening and speaking activities. In this course the following issues are covered: daily routines, planning activities for the next period, description of persons, places and objects. When we created this program we took into the consideration that students can apply the acquired knowledge further.

- **Albanian Language for Beginners 1**

Albanian Language course for beginners 1 is prepared with the purpose to enable the students, who do not have basic knowledge of the Albanian language, to get to know the characteristics of this language, to gain knowledge of the linguistic structure of the Albanian language, and to extend and apply their knowledge in everyday situations. Correspondingly, they will gain knowledge on the structure of the Albanian language, will overcome a modest set of various lexical and grammatical categories which will enable simple conversations. Even though, it is a second level course for beginners, the course is designed to be flexible and to adapt to the capabilities and interests of students.

- **Albanian Language for Beginners 2**

Albanian Language course for beginners 2 is prepared with the purpose to enable the students, who do not have basic knowledge of the Albanian language, to get to know the characteristics of this language, to gain knowledge of the linguistic structure of the Albanian language, and to extend and apply their knowledge in everyday situations. Correspondingly, they will gain knowledge on the structure of the Albanian language, will overcome a modest set of various lexical and grammatical categories which will enable simple conversations. Even though, it is a second level course for beginners, the course is designed to be flexible and to adapt to the capabilities and interests of students.

- **English Language for General and Professional Purposes 1**

By the end of each level of this course determined by the placement test taken at enrolment, students are expected to be at different levels as determined by the Common European Framework (CEF) and should be able to understand and use familiar expressions and phrases aimed at the satisfaction of needs of a concrete type; ask and answer questions about personal identification and personal relations; talk and write about their everyday lives, leisure, entertainment, finance, problems; ask and answer questions about university degrees, job skills and situations; invite and respond to invitations read and listen for gist, detail and comprehension; evaluate their own progress; participate in role plays and dialogues on familiar topics and produce a paragraph/ essay on topics related to the course material.

- **English Language for General and Professional Purposes 2**

By the end of each level of this course determined by the placement test taken at enrolment, students are expected to be at different levels as determined by the Common European Framework (CEF) and should be able to understand and use familiar expressions and phrases aimed at the satisfaction of needs of a concrete type; ask and answer questions about personal identification and personal relations; talk and write about their everyday lives, leisure, entertainment, finance, problems; ask and answer questions about university degrees, job skills and situations; invite and respond to invitations read and listen for gist, detail and comprehension; evaluate their own progress; participate in role plays and dialogues on familiar topics and produce a paragraph/ essay on topics related to the course material.

- **English Language for General and Professional Communication 3**

By the end of each level of this course determined by the placement test taken at enrolment, students are expected to be at different levels as determined by the Common European Framework (CEF) and should be able to understand and use familiar expressions and phrases aimed at the satisfaction of needs of a concrete type; ask and answer questions about personal identification and personal relations; talk and write about their everyday lives, leisure, entertainment, finance, problems; ask and answer questions about university degrees, job skills and situations; invite and respond to invitations read and listen for gist, detail and comprehension; evaluate their own progress; participate in role plays and dialogues on familiar topics and produce a paragraph/ essay on topics related to the course material.

- **English Language for General and Professional Purposes 4**

By the end of each level of this course determined by the placement test taken at enrolment, students are expected to be at different levels as determined by the Common European Framework (CEF) and should be able to understand and use familiar expressions and phrases aimed at the satisfaction of needs of a concrete type; ask and answer questions about personal identification and personal relations; talk and write about their everyday lives, leisure, entertainment, finance, problems; ask and answer questions about university degrees, job skills and situations; invite and respond to invitations read and listen for gist, detail and comprehension; evaluate their own progress; participate in role plays and dialogues on familiar topics and produce a paragraph/ essay on topics related to the course material.

- **English Language 5**

Academic English is a one semester course which aims to enable the students with skills which can facilitate their language learning and their study progress in an academic teaching and learning environment. The number of hours is 30 (100 minutes once per week). The course should enable students to use those skills in both foreign language (native language classroom) as well as content areas. The course incorporates language skills, study skills and generally applicable skills (listening, delivering oral presentations, constructing arguments) in specific assignments. Therefore, upon completion of the course, the students should be able to deliver successfully oral presentation, participate in an online debate/ discussion forum stating their opinion and arguments and give feedback to others in a constructive manner. In addition, the students should be able to listen and read for gist and detail and write an argumentative paragraph and essay stating their opinion. They should write a problem solution paragraph and essay. They should recognize the abbreviations and symbols in a dictionary as well as practice using monolingual dictionary. They should be able to present visual information in a form of poster presentations. The students should be

able to identify main ideas and supporting evidence in a text and to analyse and identify topic sentences in a paragraph. They should be able to identify a purpose of a text, patterns of organization in a text and apply them in their own writing.

- **English Language 6**

Academic English is a one semester course which aims to enable the students with skills which can facilitate their language learning and their study progress in an academic teaching and learning environment. The number of hours is 30 (100 minutes once per week). The course should enable students to use those skills in both foreign language (native language classroom) as well as content areas. The course incorporates language skills, study skills and generally applicable skills (listening, delivering oral presentations, constructing arguments) in specific assignments. Therefore, upon completion of the course, the students should be able to deliver successfully oral presentation, participate in an online debate/ discussion forum stating their opinion and arguments and give feedback to others in a constructive manner. In addition, the students should be able to listen and read for gist and detail and write an argumentative paragraph and essay stating their opinion. They should write a problem solution paragraph and essay. They should recognize the abbreviations and symbols in a dictionary as well as practice using monolingual dictionary. They should be able to present visual information in a form of poster presentations. The students should be able to identify main ideas and supporting evidence in a text and to analyse and identify topic sentences in a paragraph. They should be able to identify a purpose of a text, patterns of organization in a text and apply them in their own writing.

- **Public Speaking**

Upon completion of this course, the students will gain knowledge about the communication process, the ethical responsibilities of public speaking and the different types of informative and persuasive speeches. In addition, the students will acquire skills necessary for preparing and delivering different types of speeches, audience analysis, researching speech topics, preparing speeches etc. After completing the Public Speaking course, the students will be able to think critically through constructive self-criticism and criticism towards the speeches of the others.

- **Debate and Presentation Skills**

Through this course students will; gain tools for arguing effectively and developing their confidence in front of an audience; construct, develop, and practice presenting arguments in a variety of ways including - individual, pair and group presentation; learn to use persuasive rhetoric to put forward logical arguments in support of a position on a current issue; become familiar with the stages of formal debate, specifically the British Parliamentary style;

- **Intercultural Studies**

Having completed this course the students will be able to identify global questions and problems from the perspectives of different cultures, the communication dynamics in the other cultures, the similarities and the differences between their values and those of other cultures, as well as the similarities and differences between their communication practices and those from other cultures. In addition, students are expected to become more aware of the stereotypes that society has for different cultures and as a result will better understand their place in the global community. The students will start thinking critically about topics related to their ethnicity, gender identity, class, religion, national origin, age and other demographic characteristics and their impact on the communication process. After finishing Intercultural Studies, the students will also gain communication skills for working in groups through participation in research projects and will acquire the necessary skills to present their research projects.

- **Communication Skills**

The course Communication Skills is designed to enable students to practically apply interpersonal communication. Students will have the opportunity to learn interpersonal skills (such as perception, listening, verbal and non-verbal communication); public speaking (such as organization, delivery and the basics of writing public speeches) and small group communication (such as leadership, self-confidence and listening). The course will also focus on providing basic knowledge and understanding of the job hunting process through written and oral communication by doing tasks such as writing a resume and a cover letter, conducting interview simulations etc.

- **Advanced Excel**

The purpose of this course is to provide the students with advanced knowledge of this application and of the opportunities offered by the Microsoft Excel application, as well as to enable them to carry out advanced tasks, which are associated with their faculty's program.

- **Advanced IT skills**

The aims of this course are: To enable students to acquire basic knowledge and skills in the field of information sciences; To enable the students to acquire theoretical and practical knowledge in Microsoft Office applications

(Windows, Word, PowerPoint, Excel, Access) and to apply them in real life situations; To enable the students to work individually or in groups on practical projects.

- **Advanced Word**

The aim of this course is to enable the students to acquire advanced knowledge of Microsoft Word and PowerPoint and to familiarize them with the opportunities, which are offered by them. Moreover, it will enable the students to independently implement various projects and specific complex tasks, which are associated with the program in which they study.

- **Google Apps**

The aims of this course are: To enable the students to acquire advanced knowledge and skills in the field of electronic services (cloud applications); To enable the students to acquire theoretical and practical knowledge in Google Docs (G-mail, Documents, Spreadsheets, Presentations, Drawings and Forms) and to apply them in real life; To enable the students to work individually or in groups on various online projects, directly through the web browser.

- **Advanced Access**

Databases are ideal tools for tracking large volumes of Data and Microsoft Access is a quite popular and powerful tool, which is used for designing and developing Windows-based databases. This course is intended for new users of Access where the most important functions needed for working with databases are processed.

- **Desktop Publications**

The aim of this course is designing and processing raster and vector graphics through the leading programs Adobe Photoshop and Illustrator, as well as designing and publishing commercial materials for print using Adobe InDesign.

- **Web Publications**

Developing even a simple web page according to current standards requires knowledge of Hypertext Markup Language (XHTML) and Cascading Style Sheets (CSS). Most of the websites also use images, whether in the form of banners, buttons, logos, photos or scans. Adobe Fireworks is built as a tool to create and manipulate images from the web and to allow the makers to optimize these images in order to reduce the file size. Firework also provides an excellent integration with Dreamweaver. This series provides a comprehensive introduction to XHTML, CSS and creating web graphics.

- **Albanian Language and Writing Culture**

The course, Albanian language and writing culture, is a synthesis of rules and guidelines for improvement of the skills for written and oral expression in Albanian. Students are expected to improve these skills by becoming familiar with the spelling and punctuation rules, some morphological norms, as well as the Albanian syntax, all in order to achieve proper use of the language. An accent will be put on motivating them for fluent speaking and raising their awareness for use of the Albanian pure standard language. A special attention will also be paid to encouraging students to advance the process of writing and increasing their understanding about the differences between specific genres. The issue of academic integrity (plagiarism) will also be tackled, as well as the specific terminology of the different areas of specialization. All these topics will be offered as separate lessons, that is, as rules, guidelines and exercises, which complement each other.

- **Albanian Language for Specific**

The subject aims at improving and perfecting the expression of Albanian language (speaking and writing). Specifically, the course aims to introduce students to specific terms, the possibilities of its use, with the most common errors in daily speech, but also for communication in specific circumstances. The students will learn about the conditions in which the rules work, so they can use them not only for tasks related to the subject but also in their future profession.

- **Academic Writing in English**

In this course, students' academic writing skills will be enhanced in a variety of ways. Students will be enabled to communicate their ideas in a clear, fluent and effective way in order to produce a piece of writing. Students' academic writing skills will be developed through activities that promote writing like: writing different types of paragraphs and essays. In addition, students will be introduced to paraphrasing and citing rules as well as will be made aware of what plagiarism is. Giving feedback on students' pieces of writing will involve self-correction, peer-correction and teacher-correction of content, organization and language errors.

- **Academic Writing in Macedonian**

After finishing the Academic Writing in the Macedonian course, the students are expected to gain appropriate

knowledge and advanced communication in Macedonian language with particular emphasis on writing skills. In addition, it is expected that students will become more autonomous and responsible learners. Moreover, students will be able to improve their writing skills in more levels and thereby they will become more confident and more competent when writing in Macedonian. They will be able to reflect critically on different topics, to make conclusions and they will develop skills for excellent written and oral communication in Macedonian.

- **Academic Writing in Albanian**

By the end of each level, the students are expected to write an essay and a research paper based on the rules learned during the semester. Specifically, from them it is expected to know the function, the structure and the different types of paragraphs, ways of choosing research topics, collecting the material, the rules for source documentation and the final model.

- **German Language (level 1 to 4)**

After completing each level, students will be able to gain appropriate knowledge according to the European Language Framework (specifically and concretely determined by level). In addition, students are expected to become more autonomous and more responsible language learners. By the end of the course, students will be able to think critically and make conclusions about different topics based on the texts that they have read, as well as to express their thoughts and opinions in written and spoken German.

- **Environmental Protection**

The aims of this course are: To familiarize the students with the basic environmental problems; To familiarize the students with the role of humans as the key factor in the process of pollution and environmental protection; To familiarize the students with the influence of various environmental pollutants on health, the professional activity and the organizational ability of the human factor; Creating positive habits for the environment and raising the awareness for a healthier and cleaner environment; International and national legislation and international conventions on the environment; Introduction to international and national global policies in the field of environment; The environment as a condition for sustainable economic development; The role of the society in the protection of the environment; Introducing the major risks to a healthy environment; Introducing the National Environmental Strategy of the Republic of Macedonia.

- **Professional Career Development**

This course offers practical, results-oriented instruction for seeking, obtaining and keeping employment. It is intended to provide students with the appropriate job skills needed in the modern workplace. Specific tasks that will be covered will be composing an effective c.v., writing a letter of inquiry/interest, interviewing skills, and formal communication within the office (memos, formal emails to superiors or customers, reports, etc.). Additional elements that will be covered will be how to conduct a self-evaluation, how to manage inter-office conflict, and how to seek promotions actively. Although the primary focus of this course will be on white-collar employment, the skills obtained through the instruction are applicable to the job search process generally.

- **Human Rights and Freedoms**

The struggle for human rights begins with the historic efforts to identify them. Over the time, the corpus of rights and freedoms that are incriminated by laws or international treaties is expanding but it certainly does not prove that the same are respected in practice. Human rights at the first were considered as internal matters of states (under the principle of absolute sovereignty of states) and only in more recent times have gained the title of jus cogens norms. This course will study how to develop doctrine on human rights, types and categories of human rights and will be studied the relevant documents that regulate certain rights. The purpose of this course is: to introduce students to the concept of international law on human rights, implementation of the same, influence in the formulation of national policies; This will encourage students to critically reflect on the relationship between international law and national law; make them aware of current international events, how they affect the daily lives of people in the world; encourage students to contribute in matters of drafting laws for the protection of human rights.

- **English Language for Public Administration, Political Sciences and Communication 1**

English for Public Administration, Political Sciences and Communication 1 and 2 are one semester courses each, for students studying Public Administration, Political Sciences and Communication. Students from International Communication can follow them, as well. The courses focus on development of language proficiency in general and subject-related vocabulary, development of academic writing and reading skills and discussion of articles from the fields of Public Administration and Political Sciences and International Communication as part of their speaking skills. Materials to be used are from different sources, including textbooks from the aforementioned fields, as well as

authentic documents and texts. The main focus is on using the professionally related vocabulary for communication and development of students' future careers.

- **Globalization and Social Networks**

Objectives of the subject program: - Students to demonstrate knowledge and understanding of globalization and changes in society; - Recognition of modern forms of the manifestation of global factors; - To acquire knowledge of methods for researching the global phenomena and Network society; - To discuss and clearly observe the characteristic features of the global impact at the local level; - To enable the creation of the environment for a constructive and critical thinking; - Students to acquire visions and understanding of themselves in conditions of globalization; - To do research and present in front of their peers and in the social network; - To have ideas, to give initiatives and to develop part of the course of globalization via social network in which students are active; - To identify the good and the bad sides of globalization and the social network. Ethics of social network; - Facebook, Twitter, LinkedIn, Google + , You Tube, Instagram, Pinterest, Tumblr;

- **Nomo-technique**

Objectives of the course are students to be able to create legal acts, in other words the creation of law and the role of legal technique in this process at national level, in other countries as well as in comparative terms, especially the Law of the European Union.

- **Basic Principles of International Law**

This course provides an introduction to key concepts and principles of international law, with particular emphasis on its practical impact on the development of international relations. It is structured in three parts. The first part focuses on the basics of international law (scope, resources, principles and the relationship between international and domestic law). The second part deals with three main areas of international law, namely the international contract law, state responsibility and the peaceful settlement of international disputes. The third part is devoted to specialized areas of international law, such as the environment, human rights, economic development and so on.

- **Political System of RM**

The subject "Political system of the Republic of Macedonia" is intended to provide students of undergraduate studies at the Faculty of Public Administration and Political Science with general and specific knowledge about the functioning of the political system of the Republic of Macedonia as a whole and functioning of special institutions of the political system in the Republic of Macedonia. In this regard as fundamental objectives of this subject can be distinguished: - Students are equipped with basic knowledge about the political systems in general and the place of the political system of the Republic of Macedonia in their frames, - Students will learn and gain adequate knowledge about the historical development of the political system of the Republic of Macedonia - The students will be able to conduct a comparative analysis of the functioning of the political system of the Republic of Macedonia as an independent country today and in the past as part of former Yugoslavia, - Students can learn more about the functioning elements of the political system of the Republic and create logical thinking of how they function as an integrated whole, - Students will be able to use the available information and knowledge acquired to provide evidence-based opinions and evaluations, - To develop communicative skills of students and others.

- **Office Works Management Skills**

The aim of this course is: Students of Faculty of Public Administration and Political Science should master the basic knowledge concerning the efficient organization and functioning of office work in government agencies, local authorities and various institutions and enterprises. The purpose of studying this course is that students should be ready and at the required level to be able to fully complete the tasks in an efficient and responsible manner. The gained and acquired knowledge on this course will help students in easier way to master their tasks in public administration after graduating from this faculty.

- **Political Parties and Electoral Models**

Political parties are the main subject of the democratic life of any modern society. Electoral models are the most important component of any political system, thus the Course is of great importance for gaining knowledge that the students will allow theoretically to gain the necessary information for the functioning of plural society. Through this course students will be closely informed about the essence of political parties and their influence on modern political systems, the relationship between political parties and modern democracy and for many other factors that determine the contemporary socio-political life.

- **Social and Labor Economics**

This course focuses on the economics of the labor market. It covers the determinants of demand and supply of labor

market determinants of wages, wage differences between groups, investment in human capital, employment and unemployment. The goal is to work with case studies of the labor market for countries in transition. Through lectures and exercises students will learn about the main areas of labor market and through this course to provide a basis for original research in this area.

- **Political Issues of EU Integration**

The processes of EU enlargement and integration in the legal-political system and institutional structures of the Bashkim, their historical development, legal structure of the mechanisms for expansion within the EU treaties, as well as the political issues that follows these processes - their geopolitical and geo-cultural conditionality and conditionality of the national interests of EU member states and those aspiring.

- **Administrative Law of the European Union**

The course deals with the administrative law system of the EU. It focuses on determining the main characteristics of administrative law in the EU; Important issues related to financial administration responsibility for illegal activities; alternative dispute resolution in administrative law, administrative access to the courts; future development of the administrative law of the EU; the role and contribution of the courts and the European Ombudsperson etc. Case studies will be used to illustrate the role of the Court of Justice of the EU and the Administrative Court in the administrative processes of the EU.

- **Humanitarian Law and Public Servants Role**

Course Objective: Humanitarian Law as a course subject represents one of the best opportunities for students to become familiar with the set of rules, which from the humanitarian aspect intend to limit the effects of armed conflicts. Students will have the opportunity to listen to the measures of protection of persons who did not participate or do not participate in hostilities and restrict the means and methods of war. In particular, it is important the positive role of rules pertaining to the obligations of civil servants in cases of armed conflict.

- **Career Search Strategies**

The described career opportunities are designed to orient students to the initial forecast for a job after graduation that can later lead to a varied professional career. The Course is related to strategic career planning, it is not just a course about "how to get a job". The Course Professional career development is designed to encourage the process of early planning and career development. The process involves deep self-analysis, research of career planning and monitoring of preliminary strategies for employment, etc.. The philosophy of the Course is that this process is ongoing, systematic and goals to life filled with work that is part of the overall plan for personal development. Engaging in this process should be challenging, interesting and pleasure to you. Enjoying the benefits that this course offers, will help you in the transition from student to employee and will assist in the more direct route to meet your long-term career goals through the prediction and learning the necessary skills, courses and work experience for entry job, which will be the best starting point for the career you are striving.

- **Theories of Organizational Behavior**

Students through this course will learn about the structure and functions of organizations in public and nonprofit sector and the behavior of people in these organizations. Initially, students through this course will be able to understand the concepts of organization and practical techniques for managing organizations in different circumstances. At the end of the semester students should have knowledge in the following areas: - basic and relevant theories of the organizations in the public sector, - managing staff, - skills to work in team.

- **Political Management**

- Acquisition of basic knowledge of the term policy and management; - Be familiar with basic tools and activities relating to distinguish political processes according to different criteria; - Acquiring adequate knowledge to prepare the survey and field work; - Application of knowledge gained from other courses and building a separate methodology for the preparation of essays-paper work; - To analyze the electoral processes and the method of derivation; - To draw political speech and to simulate the appearance of a political event; - Ability to actively participate in a debate organized by the Students Bashkim; - Ability to prepare and participate in research projects and presenting the results of scientific research; - To identify different ways and use of scientific sources, to learn to read selectively and comparatively analyze the political processes;

- **Development Planning and Impact Assessment of Public Policies**

This course aims to introduce students to the complex issues facing decisions makers and planners as well as to introduce the mechanisms used to clarify these issues by researchers and practitioners in the public sector.

- **Social Politics**

The course Social Politics has the following main objectives: • To enable students to analyze the institutional and political factors that have shaped the development of the welfare state (in the UK and other countries) in the past and present. • To enable students to understand how the welfare state works, how was it formed, how is paid and who benefits from it; • To enable students to identify the political arguments for and against recent developments in key areas of the policy (such as health policy, employment and social security policy, housing policy and criminal justice policy); • To facilitate the development of study skills appropriate to the subject, including interpretation of data.

- **Government Business Regulations**

Course objectives: The economy as a whole affects how we take care of our planet, the future that we want to be part of it, on the available resources, on the extent to which care for the poor and the rich. It needs only to be emphasized that the economic principles and concepts regardless of the level of development of the economy do not change. Economy of the public sector aims to determine the economy and the role of the state in the economy, the role of public institutions in the economy. It aims to determine the aggregate supply and aggregate demand, the impact of fiscal and monetary policy on markets.

- **Civil Servants System**

Course objectives: The economy as a whole affects how we take care of our planet, the future that we want to be part of it, on the available resources, on the extent to which care for the poor and the rich. It needs only to be emphasized that the economic principles and concepts regardless of the level of development of the economy do not change. Economy of the public sector aims to determine the economy and the role of the state in the economy, the role of public institutions in the economy. It aims to determine the aggregate supply and aggregate demand, the impact of fiscal and monetary policy on markets.

- **Good Governance**

Through Good Governance subject, students will acquire knowledge of the fundamental characteristics of good governance in the institutions of the European Union. This course will systematically analyze the European Union and the project of economic and political integration of Europe. Lectures will focus on the analysis of institutions and integration policies in Europe. During the semester, students will analyze public policies (agriculture, regional policy, the common foreign and security policy). In this course the democratic system will also be analysed and the definition of the way leaders manage, including both citizens and the way they approach toward the EU.

- **Sociology of Work and Organizations**

Goals of the subject program: After completion of this course the student will be able: To fulfil the purposes of sociological analysis of work. To demonstrate understanding the historical development of modern forms of work. To understand the social changes stimulated with the transformation of work processes and globalization. To articulate the challenges and pressures of mankind through the perspective of class, race and gender in the national and international levels. To articulate the basic concepts of the most important thinkers of the sociology of work. To understand specific professions. To understand and criticize the existing reforms in the sphere of labor and management trends.

- **International Business**

Lënda është dizajnuar në drejtim i cili nuk është biznes, ku studentët duhet të fitojnë njohuri themelore lidhur me mjedisin global të biznesit. Kursi shqyrton marrëdhëniet e qeverisë dhe biznesit përtej kufijve dhe dinamikën ekonomike ndërmjet shteteve / rajoneve, duke përfshirë edhe sistemin ndërkombëtar monetar, tregtinë ndërkombëtare dhe investimet e huaja direkte. Studentët do ta analizojnë strategjinë e biznesit ndërkombëtar dhe analizën e disa studimeve të rastiit që përfshijnë çështjet e botës së sotme të globalizuar. Në përgjithësi, nga temat kryesore të përfshira studentët duhet të fitojnë njohuri themelore dhe aftësi rreth biznesit të sotëm global. Предметот е наменет за насока која не е бизни, каде што студентите треба да добијат основно разбирање за глобалната деловна средина. Предметот го истражува односот на владата и бизнисот преку границите и економската динамика меѓу земјите / регионите, вклучувајќи го меѓународниот монетарен систем, меѓународната трговија и странските директни инвестиции. Студентите направат анализа на стратегијата на меѓународниот бизнис и анализа на неколку студии на случаи кои вклучуваат прашањата од денешниот глобален свет. Во принцип, од главните теми на глобалниот бизнис студентите треба да стекнат основно ниво на знаење и вештини кои се вклучени во денешниот глобален бизнис. The course is intended for non business department where students should acquire a basic understanding of the global business environment. The course explores the relationship of government and business across borders and economy dynamics among countries / regions, including the international monetary system, international trade and direct foreign investment. Students will analyze the strategy of international business and the analysis of several case studies involving issues of today's globalized world. In general, from the main elaborated topics of global business students should acquire a basic level of knowledge and skills involved in today's global business.

- **Public Services**

Students through this course will gain basic knowledge of public services in the public sector, attempts to improve services, diagnose problems, make effective and efficient solutions for the evaluation of public services.

- **Public Management**

By the end of the semester students should: • Gain knowledge about general concepts of public administration, public management, public organizations, civil servants; • Actively be engaged in classes and to conduct independent research in Public Management sphere for which they had no previous knowledge; • Acquainted with the public administration reform, which is a prerequisite for membership of our country in the EU; • Enable the development of a critical approach to analyze the phenomenon in public administration and management; • Develop their own skills, communication skills, research and other skills needed for successful career in public administration.

- **Social Psychology**

Topics for discussion include the perception of personality, agreement, forming opinions, evaluation and change, prejudice, aggression, social learning, group dynamics, social psychology and society and legal and organizational application.

- **English Language for Public Administration, Political Sciences and Communication 2**

English for Public Administration, Political Sciences and Communication 1 and 2 are one semester courses each, for students studying Public Administration, Political Sciences and Communication. Students from International Communication can follow them, as well. The courses focus on development of language proficiency in general and subject-related vocabulary, development of academic writing and reading skills and discussion of articles from the fields of Public Administration and Political Sciences and International Communication as part of their speaking skills. Materials to be used are from different sources, including textbooks from the aforementioned fields, as well as authentic documents and texts. The main focus is on using the professionally related vocabulary for communication and development of students' future careers.