



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

Study program Management

Faculty	Business and Economics
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Code	N-MBAMAN120C
Title	Master of Economic Sciences - Field: Management
Accreditation archive number [120]	03-621/10
Decision for running of the program	03-1619/20 (18.12.2017)
Accreditation date	21.03.2017

Description of the program

Program's aims are:

- Raising the level of management and supervision of enterprises and development of contemporary management;
- Training and developing of contemporary profile managers: entrepreneurs, prepared to take actions, as well as risks related to any initiative, flexible, determined and courageous individuals;
- Education of highly-qualified and professional managers with leadership abilities and desire to face the risks of the new millennium;
- Creation of managers with new perspectives and way of reasoning, developing of skills for predicting the future and taking the risks and possibilities that emerge in the business of the 21st century.

Career

Upon successful completion of the program students will be able:

- To work individually and in groups on research methods that are more relevant for meeting the needs of the population,
- To elaborate the differences and needs of the community, in professional and scientific terms.
- To actively participate in creating macroeconomic and microeconomic policy.
- To be inform and to contribute in scientific and professional elaborations.

Learning outcomes

Knowledge and understanding

- Calculation of basic macroeconomic aggregates and critical analysis of current macroeconomic policies.
- Providing a critical review of development policies and their application in national economy.

Applying knowledge and understanding

- The ability to diagnose the actual market developments, predict the tendencies of these developments and analyze the

effects of measures of economic policy on market movements.

Making judgement

- Able to be involved in the position of leaders in profitable and unprofitable organizations in the country and around the world.
- Analysis of the general processes of economic development in the world and especially the processes of transition, regionalization and globalization of world economic trends.

Communication skills

- Allow the development of personal skills, communication, research and other important skills needed for employment.
- Allowing students to actively engage in teaching and to conduct independent research in all areas of business and economics.

Learning skills

- Develop the concept of critical thinking of the students.
- Allowing the acquisition of research skills and experience of management, marketing and public finance, in private and nonprofit organizations.

List of courses

Semester 1

- [MCBA1018] [6.0 ECTS] **Finances for Managers**
- [MCBA1011] [6.0 ECTS] **Advanced Economics**
- [MCBA1019] [6.0 ECTS] **Advanced Strategic Management**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

Semester 2

- [MCBA1025] [6.0 ECTS] **Management and Leadership**
- [EMBA1021] [6.0 ECTS] **Game Theory**
- [MCMG2021] [6.0 ECTS] **Human Resources Management**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

Semester 3

- [BE0101] [6.0 ECTS] **Research Methodology**
- [MCMG3021] [6.0 ECTS] **Small Business Management and Entrepreneurship**
- [MCMG3022] [6.0 ECTS] **Operational Management**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

Semester 4

- [MCMG4010] [30.0 ECTS] **Master Thesis**

Description of courses

Core courses

- **Finances for Managers**
The course aims to provide students theoretical and practical knowledge in the field of finance management of businesses entities. The course provides students (potential managers) sufficient familiarity with the financial information in order to enable analysis and interpretation of financial data in any investment and financial decisions.

The course also aims to enable students to develop skills for evaluating the business entity and managing various forms of financing of business activities as well as prediction and decision making about investing now and in the future.

- **Advanced Economics**

The course is composed of two parts: microeconomics and macroeconomics. Within the frames of macroeconomics the consumer behaviour under existential conditions of budget restrictions and its target function are studied- utility maximization, as well as the enterprise behaviour within different market structures and their target function- profit maximization. In microeconomics, the factors of production and their prices, as well as the role of the state in regulating the businesses and the domains of market failure are also dealt with. Macroeconomics is concerned with the functioning of economics as a whole. In this context, the attention is focused on the most important macroeconomic concepts: gross domestic product, inflation, unemployment, savings, investments, rate of exchange etc. Special attention is dedicated to the factors that derange the macroeconomic balance, both in long and short terms, as well as the nature and character of the key macroeconomic policies which strive for approaching the movement of the factual gross domestic product, as much as possible, to the movement of the potential gross domestic product.

- **Advanced Strategic Management**

The main purpose of the course in the post graduated studies is that students can deepen their knowledge in the field of strategic management through concrete analysis of cases in Republic of Macedonia and worldwide. The course goal in this direction is to be processed/analyzed in a more detailed way all of the relevant topics on the strategic management field and the same to come alive with practice examples from different organizations.

- **Management and Leadership**

This course is will prepare students for the challenges that will face them in the course of their working life, especially if they are on a certain managerial position. Within the course frames students will acquire general knowledge on management, as well as about the importance and role of leadership in managing the contemporary enterprises separately. This implies that the course will be divided into two parts. Within the frames of the first part students will be introduced to the general theoretical frames of management. Thus, attention will be given to the historical development of management, the management process that is the main managerial functions, as well as the contemporary trends in the development of management. Within the second part, the course will introduce students to the nature of leadership. Thus, apart from the rest, the leadership theories, as well as the role of leaders in the overall enterprise management will be covered.

- **Game Theory**

This course aims to improve the student strategic decision-making ability in competitive situations in which the student evaluation of the outcome of an action depends not only on the choices made by the student, but also on the choices made by others. The course concentrates on an analytic method derived from game theory, which provides a rigorous analytic framework for structuring competitive situations, identifying the alternatives, and choosing among them. The basic approach will be to break the complexity down into pieces, use game theory tools to analyze the pieces, and then reassemble the pieces into a logically coherent understanding. The goal is to become better strategic decision makers when faced with competitive challenges. The main objectives will be to use game theory concepts and tools to identify, diagnose and analyze competitive challenges facing firms in dynamic industries and apply game theory concepts and tools to develop strategies for competitive advantage. All of this will be done by analyzing different games.

- **Human Resources Management**

Within the course students will be introduced to the unity of the process of managing human resources in an enterprise. Thus, they will acquire wider knowledge for every phase of the human resources management process starting with the analysis of the working positions and perceiving the needs for changes in the structure of the human resources within the enterprise, through recruitment and selection of candidates, to introducing the employees in the working place, their reward and motivation and naturally their retirement or premature sacking.

- **Research Methodology**

The course focuses on a wide range of research methods that may be utilized within the frames of all social sciences. Attention is paid to the quantitative as well as qualitative research methods. The course is aimed at individuals who are in need of conducting social research as a part of their academic studies.

- **Small Business Management and Entrepreneurship**

Considering the fact that small and medium businesses are most common in the overall business number, the course elaborates the importance, essence, the method of functioning, the organization forms of the small businesses in the economy. Within the course frames the crucial role of the small business in the overall economy, the basic distinctions between small and large businesses, the method of business plan preparation for the small and middle businesses, the organization of small and middle businesses, possible financing sources for these businesses, traps, success and failures of the small and middle businesses, their ethical operating and social responsibility, as well as the close relationship between entrepreneurship and small and middle businesses are emphasized.

- **Operational Management**

The purpose of this course is for students to gain knowledge and be able: - To prepare and to make decisions that produce production and services. - To prepare and make decisions that control their production and services. - To find a suitable approach for solving any situation related to the complex issue of production and services. - To learn about various activities of the organization and functioning of the entire system of the operation management. - To prepare and make decisions that creates conditions for production and services.

- **Master Thesis**

After passing examinations, the student may begin the procedure of filing, making and public defense of thesis topic. The student chooses the mentor, who gives him instructions for preparation of the application of master theses. The application must be granted by the Graduate Studies Educational Collegium and the Scientific and Academic Council of the Faculty. After preparing the final version of Masters Thesis, Academic-Scientific Council of Faculty forms a three-member committee, which prepares the report, which is may be accepted or rejected. The positive report is approved by the Academic-Scientific Council and it is set the date of public defense. After successfully defending the thesis, the student gains the degree - Master of Economic Sciences / Field: Management

Elective courses

- **Applied Statistics**

Through this course students will understand and apply the elements of Descriptive Statistics, Theory of Probability followed by probability and sample distribution, calculating the distribution parameters, evaluation and control of the statistical hypotheses, hypotheses testing, variance analysis, linear analysis and analysis of temporal series, simple linear regression and correlation.

- **Export Strategies and Competition Policy**

The course introduces the student to the influence of the export strategies and competition policy on the future developmental trends of the national economies and on the ability of the economic subjects in the economic approach of the international economy. Brief course content includes: The inevitability of strategies for joining IEO, Regional export strategies, Export-oriented strategies in the developed countries, Specific strategies of the newly industrialized countries, Competition policy, Determinants of the export strategy of the industry in Macedonia, Determinants of the export strategy of the agro-industrial structure in Macedonia.

- **Advanced Marketing Management**

The course aims to prepares students to apply and implement marketing strategies in companies practices, managing the marketing environment, market and market segmentation, market research, consumer behavior, geo-marketing, guerilla marketing, e-marketing and managing the elements of marketing mix of an organization or company, as they will be able to make optimal design elements of marketing mix, such as product, price, promotion and modern methods of distribution and sales. As an important choices to marketing and companies problems is involved in the situations analysis, careful implementation of information from research and marketing principles. The aim of the course is to understand the complexity of marketing management decisions, as well as the limitations of the analysis of the markets, buyers, competition and integration of the concept of the original marketing plan.

- **Organizational Behavior**

The aim of this subject is introducing the students to the behavior of the employees and managers at their workplace, as well as the causes and consequences of such behavior. Within the course frames aspects such as employee motivation, the employee satisfaction from work, teamwork, designing and redesigning the working positions, some more significant aspects of the management and leadership styles, organizational culture, organizational power and authority will be examined.

- **Total Quality Management**

The objective of the course is to enable students to understand the core of total quality management, its importance and the positive aspects of the use. Within this course, students will learn what the quality of products and services is, but also the consequences of poor quality and the benefits of good quality. Later on, total quality management directions and theories will be learned, starting from the classical, western and Japanese authors. A learning subject will be the total quality management. The most important techniques associated with total quality management will also be analyzed and the necessary criteria for the most important quality rewards in the world.

- **Corporate Management**

The aim of this subject is to provide students with knowledge about the overall flows in Corporate Management, with a tendency to relate the world theoretical knowledge with the reality of functioning of the joint stock companies in the Republic of Macedonia. Within the course frames aspects such as the general theoretical corporation frame and types of corporations, corporation ownership and its classification by management, the operating method of the Board of Directors, the structure of the Board of Directors, the Committees of the Board of Directors, the role and responsibilities of the Board of Directors in the process of making the main decisions within the corporation, the operating method of the Board of Directors within the Corporate Management Systems of the Republic of Macedonia will be examined.

- **Product Management and Design**

The purpose of this course is to prepare students to use and manage techniques and methods for the design and management of products and services and to enable them to be able to apply them in business companies. As the objective of this course will be an analysis of: - Production capacity, self-determination of the production center and the system of units of products and services; - Aggregate production planning and their schedule; - Monitoring and control of the production process; - Anticipation of needs; - Managing inventories; - Production programme; - Production quality; - Managing the performance of enterprise; - Managing the economy;

- **Management Information Systems**

Within the course frames topics from the field of receiving, processing and using information by the enterprise will be covered. The focus will be on the sole importance of the information for managing contemporary enterprises. Information technologies will be covered solely from the aspect of their role in information processing in the enterprise that is support of the overall process of their management. Within those frames, attention will be given to the following aspects: introduction to Management Information Systems, basic types of Management Information Systems, Information Technology and Information System Management, building of the Management Information Systems in the enterprise.

- **International Business**

Students through the program of the subject "International Business" will gain knowledge of international business and international institutions. This course will give students a basic knowledge on international business. Particular importance is given to the impact of factors such as culture, the political environment, human resources and others on international business. This course provides basic knowledge of the principles of import-export and international business strategies. The course also offers knowledge of management functions that are relevant to international business.

- **Rhetoric**

During its long history of 2,500 years, rhetoric was used to indicate many different things; but rhetoric nowadays is considered as the art of persuasion through language. Rhetoric marks the way that an individual is linked to a particular theme or idea in order to convince the others. Rhetoric is characterized by several distinguishing features.

- **Multilingualism and multiculturalism**

The purpose of this subject will be multilingualism in multicultural societies as a social phenomenon. This phenomenon is massive in the world. During the lectures, more precise terms such as monoculturalism and multiculturalism will be considered. The term 'linguistic nationalism' has at least two forms of this nationalism, which collide with each other: for the leaders of the most powerful countries nationalism means expansion, and for minorities it takes the form of defiance and struggle for the affirmation of identity, despite such pressure. The emphasis during the program will be multiculturalism in education. In the schools curricula consists of contents from different cultures.

- **Selected Advanced Topics in IT Applications for Preparing a Scientific Paper**

The aim of this subject is: To display the technical elements, the structure of the text and design of a scientific research. To enable students to acquire advanced knowledge and skills from selected advanced chapters of IT

applications that will be needed in preparing the scientific and research paper. Practical application of these objectives in preparing student's individual research paper.

- **Selected Advanced Topics in Applications for Statistical Data Processing**

The aim of this subject is: To display the technical elements in the field of statistics: organizing, processing, comparing through analysis and publication of data. To enable students to acquire advanced knowledge and skills from selected advanced chapters of the applications for statistical data processing. Practical application of these objectives in statistical processing of data obtained from questionnaires, reports, scientific studies and other documents.

- **Professional Communication**

The course is focused on the development of those communication skills that are essential for effective functioning in the professional world. Students will study the process for analysis of different communication situations, and will accordingly comprehend them. Among the themes that will be covered are communication in organization, interpersonal and group communication, oral presentations, interviews for employment, professional business letters and interpersonal skills including group dynamics and teamwork.

- **Labor Market**

The main aim of the course "Labor Market" is to provide second cycle students with basic and in-depth knowledge in the field of labor market theory and the mechanism of functioning of the market economy. The objective of the course Labor Market is to provide and teach students about categories, laws and basic principles through which the labor market functions. The course makes a detailed analysis of behavior pattern and the role that key agents play in labor market: individuals, companies and government. The analysis is based on two basic categories - labor demand and labor supply, which are applied in almost all the topics that are addressed in this course. The knowledge gained by the students from this course, serves as essential theoretical basis necessary to understand and grasp the different theories and policies that are applied in the labor market. The course teaches students to understand how labor markets distribute and use efficiently the rare factor of production- the labor. Lectures include knowledge about the concepts of labor demand and labor supply and their practical application; behavior of individuals in the labor market, in order to maximize their usefulness; behavior of companies in the labor market, aiming profit maximization; government's role in the labor market, the different structures of labor markets: labor market in full competition, monopoly in the labor market, the role of unions in the labor market, the bilateral monopoly in the labor market. Lectures and class discussions cover material that may not be in the book and some aspects of the material contained in the basic literature will not be discussed in class, but are left for active studying of the student. Therefore in order the student to achieve success in learning the course is to be present in lectures and workshops by participating actively in the discussion of various issues related to labor market.

- **Methodology of Teaching**

The aim of the course is to introduce the students to the basic teaching approaches and methods. They are expected to gain knowledge and skills in order to be able to apply the active educational tools. The course also offers development, learning and teaching as concepts and basic practices that allow teachers to teach about the development of thinking. Throughout this course, students will gain both theoretical background and entirety of strategies that will enable them to reflect and develop both their own and their students' critical thinking.

- **Philosophy of Social Sciences**

This module covers information that will provide the learner to gain knowledge, skill and competence of the social sciences, including general methodology (explaining, theorizing, testing), the application of philosophy (especially individualism versus holism), the nature of rationality, and the history of theories and concepts. This module offers an advanced survey of current debates about the ontology, methodology, and aims of the social sciences. It will focus on the central issues of the social sciences: Ethno methodology; Evolution; Phenomenology; Rationality; Relativism; Scientific Methods; Textual Interpretations. Learning outcomes: On successful completion of the course, students will be able to: Understand the goal of social sciences. Tell the difference between explaining and understanding human behavior; To explain the different approach in explanation of the social sciences compare the natural sciences, the peculiarities about human beings and social phenomena; To understand the social structures, practices, norms, institutions, etc. The relationship between individuals and larger social structures; To explain the rely not only on facts about individuals and their mental states, but also the cases in which social phenomena cannot be explained in terms of individual behavior; To understand the value-laden in a different way or to a different degree than natural science, the possibility to have a value-free social science, the possibility to have an objectivity in social science.

- **Project Management**

On successful completion of the course, students will be able to: plan the activities necessary to implement the

project, identify their interdependencies, their duration and costs; prepare the necessary reports and perform all the required communication between the project and the client, as well as among the team members and the other stakeholders. structure the project to its constituent activities; prepare a Gantt-chart and a network plan for the project and identify the shortest time needed to complete the project; use MS Project as a tool in the process of planning, implementation and review of the project; define the project, identify its scope and objectives and develop project specification;

- **Optimization Methods**

The aim of this course is to present techniques of modeling and optimization in order to prepare students for developing their ability to prepare models for solving real problems in the field of computer science. The course explore the importance of matrix factorizations as an important tool which offers modality for optimizing the solutions of different numerical algorithms which are of basic interest for problem solving in the area computer sciences. The course introduces optimization theory and approach to find the optimum. The different methods of optimization will be analyzed such as the simplex method, duality problem and sensitivity of the problems of linear programming. The aim is to explore a computer implementation for each of the problems followed by the proposal of the corresponding model for optimization.

- **Ethical and Legal Issues in Information Technology (IT)**

Aims of the course program: to develop an understanding of the relationship between computing, technological change, society and the law; to emphasize the powerful role that computers and computer professionals play in a technological society; to provide an understanding of legal areas which are relevant to the discipline of computing; to provide an understanding of ethical concepts that are important to computer users and professionals; to provide experience in the consideration of ethical matters and the resolution of ethical dilemmas.

- **Protection of Human Rights**

The purpose of this course is: to introduce students with the concept of international law on human rights, their implementation, influence of those rights in the creation of national policies; to 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 hoping that, the law makers will consult them same during the creation and implementation of state policies.