



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

Study program **Governance and Management in Public Sector (2021/2022)**

| | |
|------------------------------------|--|
| Faculty | Contemporary Social Sciences |
| Study Cycle | Second Cycle (Postgraduate) |
| ECTS | 120 |
| Code | GMPS120 |
| Title | Master in Governance and Management in Public Sector |
| Accreditation archive number [120] | 03-1049/1 |
| Accreditation date | 29.03.2021 |

Description of the program

The Governance and Management in Public Sector study program has a multidisciplinary approach to the main elements of study in the field of governance and public management, justice and in the field of socio- economic sciences. Within the framework of the program are described and identified the basic concepts, principles of governance, administrative and legal processes, theories in public administration such as those related to human and institutional behavior, the public policy process, the public sector economy and public sector management.

Career

Through the study program students are prepared for:

- Governance and management in organizational systems in the public sector;
- Application of professional knowledge in fulfilling the process management, human resources, budgets in public sector institutions, non-governmental sector and private organizations;
- To develop critical thinking about the bureaucratic model and encourage and build capacity to implement the principles of the new public sector institutions;
- To develop competencies to manage the project cycle, with particular emphasis on results- based management and implementation of the principles of good governance;
- To be able to develop analytically the role of the state and public administration in recent decades in the Republic of North Macedonia and in the countries in the region;
- To recognize contemporary trends and actions in the country in public institutions and public leadership in developing countries and developed countries;
- To be able to take the initiative to identify and address the learning needs of state institutions and public administration;
- Skills and competencies for strategic planning, action plans, writing applications for project proposals, project evaluation;
- Competencies and skills for strategic planning in the public sector.

Learning outcomes

Knowledge and understanding

Has multidisciplinary knowledge and understanding of the main elements of study in the field of public administration and governance, law, socio- economic sciences;

Describes and identifies basic concepts, principles, administrative and legal processes, theories in public administration such as those related to human and institutional behavior, the public policy process, the public sector economy and the management of public and non-governmental organizations;

Understands the different systems of public administration- state administration, public management and the interaction of institutions and political processes, government and administrative policies;

Has knowledge of European Union integration processes from public and state administration and institutional aspects.

Applying knowledge and understanding

Apply knowledge related to the complex work of the state and public administration and apply appropriate rules and procedures;

To work as civil servant and administrative officer in normative and administrative affairs;

To lead institutions from the public and non- governmental sector;

Can demonstrate skills in preparing administrative documents, assist in the planning and coordination of inter- institutional work, archiving, recording management courses through the use of an information system;

Implementation of public financial management;

Project writing and project evaluation in the public and non- governmental sector;

To apply professional knowledge in fulfilling work duties in state institutions and public administration, in private organizations and the civil sector.

Making judgement

Has the ability to think critically and to be actively involved in current political issues at the central and local levels;

Qualitative analysis of the public project process;

Assessing the impact of projects on society;

Evaluation of projects in the non- governmental sector;

Distinguishes various phenomena related to the political culture of a certain community;

Critically compares and evaluates political tendencies in society and the country;

Impact on European integration process in the country.

Communication skills

Able to participate in debate, mediation and negotiation by providing a reasoned analysis of political discourse;

Has a coherent ability to write administrative acts, project proposals, analysis, concept paper;

Demonstrates the ability to communicate professionally with more people in a team atmosphere and through a comprehensive approach.

Learning skills

Can define and confirm the role of politics for a knowledge- based society;

Can take the initiative to identify the interests of state groups and institutions within the public policy process;

Has the ability to conduct lifelong learning and self- education in the field of political science;

Is able to train citizens for public sector institutions and for a democratic society as well as for the non- governmental sector.

List of courses

Semester 1

- [EMDP-02] [6.0 ECTS] **Contemporary Political Systems**
- [CM133] [6.0 ECTS] **Innovative Public Management**
- [CM134] [6.0 ECTS] **Good Governance and Social Responsibility**
- [6.0 ECTS] **General elective**
- [6.0 ECTS] **Professional elective**

Semester 2

- [CM135] [6.0 ECTS] **Human Resources Management in Public and Non-Governmental Sector**
- [EMPS1034] [6.0 ECTS] **Sustainable Development**
- [CM138] [6.0 ECTS] **Contemporary Problems in Public Policy**
- [6.0 ECTS] **General elective**
- [6.0 ECTS] **Professional elective**

Semester 3

- [MCDP1010] [6.0 ECTS] **Research Methodology**
- [CM136] [6.0 ECTS] **Modern Theories and Concepts of Management**
- [MCPA2020] [6.0 ECTS] **Public Financial Management**
- [CM137] [6.0 ECTS] **Advanced Strategic Planning**
- [6.0 ECTS] **General elective**

Semester 4

- [MCPA4010] [30.0 ECTS] **Master Thesis**

Description of courses

Core courses

• **Contemporary Political Systems**

The course objectives: - Students will be introduced to political systems in terms of their concept, characteristics and historical development; - Provide students with basic knowledge of theories and concepts of key political systems; - Students will learn basic concepts of classification of political systems; - Students should be able to recognize the specifics of certain political systems.

• **Innovative Public Management**

The objective of the syllabus for students to: • get acquainted with the emergence, development and dissemination of new approaches to the management of institutions in the public sector with special reference to the new public management; • develop new operational methods and governance procedures that can increase society's capacity to deal with new as well as existing problems; • find new ways to identify and engage interested parties in order to better identify problems and build support for finding effective solutions.

• **Good Governance and Social Responsibility**

Through this course students: Will be introduced to the basic concepts of management with a particular focus on "good governance" and the mechanisms of good governance; Students will be introduced in detail to the most important principles of good governance: transparency, participation, accountability, efficiency and effectiveness,

rule of law; Will critically address existing indicators for measuring the principles of good governance; Will be able to apply the indicator model to measure specific principles in a specific program, project or institution and present them in a comprehensive way.

- **Human Resources Management in Public and Non-Governmental 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 we will examine theories and practices of HRM in the context of multiple factors, including the democratization of society, and the rapid development of technology and globalization (which directly affect the development of HRM). Students will also observe the role of HRM in organizations with an emphasis on recruitment, selection and testing, training, development and compensation of human resources for an organization. HRM activities will also include analysis and job descriptions of positions. Applied strategic thinking in analyzing the organizational and personnel challenges, will provide specific solutions to executives in the public sector. This course prepares students to be successful managers by examining the theories, practices, and policies of modern HRM.

- **Sustainable Development**

In this course, students will gain a general knowledge that refers to Sustainable Development as a new concept imposed on the global scene that could present a stop on the planet Earth. Students will be provided with a knowledge about the concept of Sustainable Development, the superior understanding and concept for sustainable development, global environmental change, understanding of the principles and dimensions of sustainability, will be able to become familiar with the policies of the European Union around sustainable development and will understand how it is created in the case of Macedonia's practice as policies of this category. The knowledge gained in this subject will greatly help to strengthen the knowledge and general knowledge of sustainable development at the international level at the level of the European Union and its member countries as well as in the RNM.

- **Contemporary Problems in Public Policy**

The objective of this subject is for students to gain knowledge about the characteristics of management, the basics of management and the management process. The second part will analyze: public policy, the way of its development and implementation, different analytical approaches in the stages of its creation and implementation, different analytical approaches in the stages of creation and implementation of public policy, preparation and reporting techniques and recommendation for a specific public policy. By studying the content of this course, students will gain knowledge and skills that can be practically applied in their future work practice as analysts. The content of the issue is determined by structuring the relative issues for determining the political agenda and the manner of decision-making.

- **Research Methodology**

This course is designed for students who are preparing a master thesis. The main objectives of the course are to provide students with tools for conceptualizing their thesis in order to find the research question as well as acquaintance with methods for collecting data through qualitative and quantitative analysis. The course is focused on problems of quantitative methods and techniques such as statistical analysis, texts related to the theory and testing hypothesis. In addition, the topics of descriptive and causal interference, longitudinal, comparative and research case studies are also important. The aim is analyzing the data qualitatively, finally putting all theoretical and practical actions in the design and writing of thesis.

- **Modern Theories and Concepts of Management**

The aim of the course is to clarify the theories of public sector management with a focus on the classical theories of bureaucracy to contemporary theories in the context of public administration. Special attention will be paid to organization, hierarchy, authority, coordination, centralization and decentralization, delegation and observing. Students will be able to recognize the basic concepts of public management as a scientific field and as a profession, thus being able to analyze government activities from a legal, managerial and political perspective.

- **Public Financial Management**

The course aims to present to students the standards and practices in the financial operations of CSOs, methods of use of funds and other appropriate techniques for management accountability in the financial operations of CSOs and includes review and analysis of technical aspects of accounting and preparation and interpretation of financial statements. The concept of efficiency in the use of resources represents the basic principles and procedures and allows setting the framework for the rational allocation of resources. The course provides an adequate balanced between theory and practice, analysis of various case studies and is also designed to increase the interest of

students.

- **Advanced Strategic Planning**

This course analyzes the effective way and modern models of planning in public administration. The focus of this course is on strategic management in the public sector where we will analyze the process of strategic planning, defining the mission of the organization, assessing the internal and external environment of the organization. We identify strategic issues and strategies in the organization and learn how to implement and evaluate these plans and strategies.

- **Master Thesis**

This module enables students to transfer their research skills and knowledge and to do the most complex task-writing their master thesis. The module is designed to be fully practical and students to acquire the necessary knowledge and skills to approach writing the thesis. The module has unique return result-to enable students to write the master thesis with minimal difficulties, and with maximum efficiency. The course aims to improve research techniques and style of writing the paper, taking into account the prevention of the usage of illegal means, such as plagiarism and infringement of copyright, which are prohibited by the Statute of SEEU.

Elective courses

- **Public Policy Evaluation: theories, models and processes**

Upon completion of the course: Will be able to describe the main elements and stages of public policy evaluation; Will be introduced to the purpose, logic, and context in which public policy evaluations are conducted; Will be able to explain contemporary methods for evaluating public policies; Will gain competencies to critically analyze existing public policy evaluations; Will be able to design and implement an evaluation of a certain public policy/program as well as present the findings of the same.

- **Ethics in Public Administration**

Objectives of the course : - Has knowledge and understands the semantics and the concepts of morality to ethics, standards of behavior, moral judgment and moral philosophy; - To develop an attitude towards the position of morality in professional life; - To form clear attitudes on the rights and responsibilities of the employees in public and state administration; - To have the ability to deal with problematic ethical situations; - Has sense for the character that is required in the profession of administrator. - To be acquainted with literature regarding 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.

- **Globalization**

- Students will have a deeper conceptual understanding of globalization as a phenomenon that flattens the world (Friedman). - Will have a vision for themselves and society in conditions of globalization - Will be able to debate intelligently for globalization in various dimensions: economic, political, cultural and socio-spatial. - Will be able to identify the background of globalization and problematic reflections (ex. anti -globalization). Ready to compare different perspectives on globalization and its influences nationally, regionally and internationally. - Will have the ability to develop a structured study of the "product" or (EPI) phenomenon of globalization.

- **Project Management Cycle: advanced subject**

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;

- **Social Psychology**

Upon completion of the program students: - can explain the models of social psychology; - can analyze the different ways of applying social psychology; - can analyze how social psychology models relate to perception.

- **International Organizations: management and functions**

The framework of this course includes theoretical issues related to international institutions at the universal and

regional level, their historical development, role, functions and competencies. Particular attention is paid to the issue of their role in resolving collective issues and problems in global politics. The focus is on their role in the areas of peace and security, economic development, human rights, democracy and the rule of law. The focus is on the main organs created within the institutions, charged with achieving the set goals.

- **Theories and Practices of International Governance**

The aim of the course is for students to have a critical overview of the processes in the global governance system. It focuses on the analysis of the basic theories of global governance. Students will have the opportunity to critically examine traditional wisdom and critically understand global governance in theory as well as in practice.

- **European Politics and EU**

The course aims to familiarize students with the complexity and development of European integration, and thus the development of the institutions (political and legal), their nature and characteristics, legislation and policies. Furthermore, the aim is to familiarize students with major theoretical interpretations of the development of the European Union, and to give consideration to current and possible future challenges that the EU faces, especially in terms of its institutions, policies and law.

- **Constitutional Law - advanced subject**

The aim of the constitutional law course program is to enable students to gain in-depth knowledge in the field of constitutional law as a branch of law and as a scientific discipline with specific skills for applying this knowledge in practice. To achieve these goals, the course syllabus will address the theoretical aspects of constitutional law and then focus on their practical application. By adopting the knowledge of this study subject, students will be able to: - understand the term and content of constitutional law - understand the sources of constitutional law - distinguish between constitutional law as a branch of justice and constitutional law as a scientific discipline - understand the patterns of government organization and be able to determine the type of government organization in the Republic of North Macedonia - understand the challenges in regulating and implementing constitutional provisions on human rights - analyze the constitutional norms in the Republic of North Macedonia

- **Social Sector Management**

The subject will address the concepts and tools related to the management of social organisations, as well as the concept of collective influence. The course aims to expose students to a management perspective that is an alternative to traditional approaches to managing social organizations- a social management approach based on the unique concept of professional role.

- **Civil Society and Development Policies**

The course focuses on getting acquainted with the theories of the emergence of civil society, defining the space occupied by civil society, key actors, interactions with other sectors in the country, the role and structure of civil society, ways of working, characteristics of civil society in RNM and in the region, strategies for its sustainability, as well as ways to influence democratic policies and processes. In the field of development, this course will provide an introduction to key development concepts, theories and approaches, as well as the challenges posed by impoverishment and development stagnation for those working in donor agencies, state development agencies, foundations and research institutes.

- **Management Skills in Office Works**

Students should gain basic knowledge about the organization and efficient functioning of office work in state bodies, local authorities and various institutions and enterprises. The aim of the course is to prepare students at the right level so that they can perform their duties in an efficient and responsible manner. The gained and acquired knowledge from this course will enable students to more easily perform their duties in public administration.

- **Political Parties, Elections and Election Models**

The course should provide students with general knowledge about social movements and changes. It is about an object that carries out processing of some basic social movements, starting with those that we all face as citizens and academics. The students will be provided with a full range of literature from domestic and foreign authors, which will enable them to expand and develop their knowledge in the areas of topics that are subject to analysis. The goals of this course can be highlighted as follows: - Initiate and develop critical thinking within the group. - Students will be able to use the acquired information to use them for giving grades and constructing arguments. - Develop the communication skills of students. - Students understand how political movements in different countries around the world are taking place and, on this basis, create critical stances over political movements in RNM; - Students understand topics that are processed within the political sciences; - Students be able to distinguish between democracy and non-democratic political systems; Students acquire the necessary analytical skills to understand and

evaluate political movements and phenomena in and out of the country; - Students are better able to understand the scientific techniques of work with particular reference to the comparative method, etc.

- **Social and Labor Economics**

This course focuses on the market economy. It covers labor market demand and supply determinants, wage gaps between groups, human capital investments, employment and unemployment. The aim is to work with labor market case studies for countries in transition. Through lectures and practical hours' students will be introduced to the main areas of the labor market and through this course to provide a basis for original research in this area.

- **Political Problems of EU integration**

The aim of the course is to deepen the knowledge about European integration as a political problem. It moves away from the classic debates over the driving forces of European integration and the EU's democratic deficit. The course addresses a number of key controversies in EU research. This course includes three main topics: - First, theories of European integration and supranational governance: How can European integration be described and explained? How is integration used for further economic and political cooperation and how does the EU work to promote itself as a major player on the world stage? - Second, the problems of democracy and legitimacy in the EU: How democratic and legitimate is the political system in the EU? Is it possible and desirable to democratize the EU? What possible solutions are available to meet the current challenges of the European Economic Community? - Third, how does the EU function as a representative political system? What channels for representation and participation exist at EU level? Is there a difference between the EU and the member states in this regard?