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

Study program	Public Administration (2021/2022)
Faculty	Contemporary Social Sciences
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Code	N-MPAPAS120C
Title	Master of Public Administration
Accreditation archive number [120]	03-3341/3
Accreditation archive number []	03-906\1
Decision for starting of the program	03-906\1
Accreditation date	17.12.2021

Description of the program

The study program in Public Administration has been designed in order to prepare students in fields such as management, consulting, politics, analysis, law, skills and competencies so that students may find jobs at higher levels of the public and non-governmental sectors.

Career

Public Administration studies provides the educational requirements to support students to 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

- Has advanced knowledge of theories in public administration, research and practice.
- Has knowledge and understanding of comparative public administration in Western countries.
- Has a deep understanding of the organization and functioning of public administration in EU Member States.

Applying knowledge and understanding

- Interprets and provides critical thinking in the administrative procedure.
- Planning and acting effectively in the management of public services organizations.
- Shows ability to evaluate in the field of comparative public administration, taking into account relevant scientific, social and ethical aspects, and demonstrate awareness of ethical aspects in the work.
- Recognize the relationship between administrative processes and analytical activities for policy making.

Making judgement

- Interprets and provides critical thinking in the administrative procedure.
- Interprets and provides critical thinking in administrative procedures.
- Planning and acting effectively in the management of public service organizations.
- Shows ability to evaluate in the field of comparative public administration, taking into account relevant scientific, social and ethical aspects, and demonstrates awareness of ethical aspects in the work.
- Recognizes the relationship between administrative processes and analytical activities for policy making.

Communication skills

- Participate in public debates and media, using appropriate vocabulary at the professional level.
- Write, propose and manage research projects in the field of public administration.
- Uses modern communication tools and new technology when dealing with different institutions.

Learning skills

- Is able to identify personal needs for autonomous study and to implements them in an authentic way in the area of comparative public administration.
- To assist in training and development of individuals for political and administrative positions in the public sector.
- Shows ability to examine the models and to classify information, concepts and theories in public policy and administration.
- Can design a new way of working in the Macedonian public administration using comparative advantages.
- Ability to plan and organize the functioning of public administration and institutions in accordance with modern democratic systems.

List of courses

Semester 1

- [EMPS1030] [6.0 ECTS] **Public Policy Analysis**
- [MCPA01] [6.0 ECTS] **Public Sector Economy**
- [MCPA02] [6.0 ECTS] **Theoretical basis of Public Administration**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

Semester 2

- [MCPA03] [6.0 ECTS] **Regional Policy and EU Structural funds**
- [CMPA03] [6.0 ECTS] **Comparative Public Administration**
- [MCPA1041] [6.0 ECTS] **Qualitative and Quantitative Analysis**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

Semester 3

- [MCPA1010] [6.0 ECTS] **Research Methodology**
- [MCPA3010] [6.0 ECTS] **Control of the Administration**
- [MCPA2020] [6.0 ECTS] **Public Financial Management**
- [EMPA-02] [6.0 ECTS] **EU Policy-Making**
- [6.0 ECTS] **Elective course**

Semester 4

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

Description of courses

Core courses

- **Public Policy Analysis**
  The subject aims to enable students to define and illustrate the analysis of policy and its role in creating and transforming the information relevant for policy. There is no agreement on how precisely to define public policy. Students will have the opportunity to become familiar with this field and to critically analyze the developments and events in the area of public policy. Analysis 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.

- **Public Sector Economy**
  The economy as a whole affects how we take care of our planet effectively, the future that we want to be part of it, on the resources we have available, on the extent to which we care for the poor and rich. But we need to emphasize that the economic principles and concepts regardless of the level of development of the economy do not change. The economy of public sector aims to define the economy and the State's role in the economy, the role of public institutions in the economy. Aims to define the aggregate supply and aggregate demand, including the impact of fiscal and monetary policy on markets.

- **Theoretical basis of Public Administration**
  The purpose of this course is for students to get a clear idea of the concepts relevant to the management of public institutions and practices of public administration. Special emphasis will be placed on the nature and scope of public administration, and management application techniques.

- **Regional Policy and EU Structural funds**
  Course Objectives: - to understand the rules and the basis of EU regional policy; - to gain knowledge of the regional policy instruments; - to enable students to understand the factors for regional development; - to be able to compare the value and effects of regional policy implementation; - to enable students to analyze the relationship of national policy for structural and regional funds of EU; - to enable students to be able to identify regional problems in the EU and Macedonia; - to understand the role of EU regional policy;

- **Comparative Public Administration**
  The course is structured to introduce students to comparative public administration. It aims to introduce students to the structure, behavior and processes of public administrations in comparative perspective. Special attention and emphasis of research is on the role of administrative systems within the broader political and democratic framework in which they are established and functioning. Attention will be concentrated on teaching and research of different administrative and political systems, focusing on the system of liberal democracies.

- **Qualitative and Quantitative Analysis**
  The purpose of this course is to focus on two general approaches of data analysis namely quantitative and qualitative. In terms of quantitative analysis focuses on the use of statistical analysis in terms of qualitative analysis which are defined as those approaches that do not include quantitative approaches or approaches that do not use numerical manipulation. This course will also analyze case studies; will present methods of research, parts of social science researching, approaches to research design, conducting empirical design and multivariable analysis.

- **Research Methodology**
  This course is designed for students who are preparing a Master thesis. The main objective of the course is for students to be offered tools for the construction of their thesis regarding the research question and creating methods for collecting data through qualitative and quantitative analysis. The subject is focused on problems of quantitative methods and techniques such as statistical analysis, texts related to the theory and testing hypothesis. In addition, of significance are topics of descriptive and causal inference, longitudinal, comparative and research case studies. Advanced information is offered for collecting data working with text. The aim is analyzing the data qualitatively, finally putting all theoretical and practical actions in the design and writing the thesis.

- **Control of the Administration**
  The main objective of the course Control of Administration, is for students to gain information about the control and supervision, the subjects of surveillance, the types of surveillance procedures for supervision, internal and external control over the public administration, political control all legal instruments for its realization (deputy question, trust of government, inquiry commissions , budget approval as an important instrument of political and legal control, control by the Public Prosecutor, the Ombudsman, social control, court control over the proceedings before administrative courts). All these institutions will be studied comparatively.

- **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.

- **EU Policy-Making**
  Key contents of the course are the following: a) characteristics and laws of the process of formulation and implementation of public policies, b) view the EU as a sui generis public policy-making arena, c) the creation, evolution and typology of common EU policies, d) public policy actors involved in European process of policy-making at various levels, e) decision-making processes at the meso-level EU and the development of common EU policies f) implementation and funding for the implementation of common EU policies; g) Theoretical approaches and analytical tools by which we understand the European public policy process and the logic and dynamics of the formulation and implementation of common EU policies.

- **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 Master's Thesis, Academic-Scientific Council of Faculty forms a three-member committee, which prepares the report, which may be accepted or rejected. The positive report is approved by the Academic-Scientific Council, and it is set the date of public defense.

Elective courses

- **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.

- **Labour 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.

- **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 reliance 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;

- **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.

- **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.

- **Managing Non-Governmental Sector**
  This course will examine theories and management practices, including strategic thinking and strategic planning as a framework. It has to do with important management issues, including: the framework of building strategies, leadership, organizational and design structure, as well as performance. The course includes the use of case management case studies in public institutions and civil society. An integral part of this course is managing changes as an inevitable part of management and dealing with the dynamics of changes in the environment, especially in terms of political, social, cultural, economic and technological developments in Macedonia and the SEE region.

- **Project Management and Evaluation of Public Sector Programs**
  The purpose of this course is to familiarize students with techniques for analyzing the effectiveness of organizations in the public sector. Students will gain skills in formulating evaluation questions, sampling, planning and collecting data, analyzing the results of the evaluation, designing a budget for evaluation, reporting and communicating evaluation results to various stakeholders, development of competencies related to ethical and political issues regarding evaluation.

- **Legal Regulation of Public Administration**
  Through this course students will gain knowledge about the legal framework relations between the legal framework and administrative process, the competence of demarcation and designing modern mechanisms to improve the efficiency and effectiveness of public administration, will acquire knowledge of their rights and obligations as employees in the public sector.

- **Knowledge Management in the Public Sector**
  Meaning and information are not static but move around organizations in different forms. One of the ways to distinguish between knowledge-based leadership and information management is to identify processes and steps involved in both poles. The subject is focused on the plans and activities that must be performed and controlled by the notes respectively the information of the organization. These activities are based on strategies and practices for

identifying, creating, representing and mastering review and experiences. Review and experience contain knowledge but are found in certain cases or are built on organizational processes and their practice.

- **Public Resources Optimization and Management**
  At the end of the semester students should: • apply theoretical perspectives to practical problems in the field of HR; • understand the role of HR in organizational development; • explain the role of HRM in the observation of development and impact on achieving the objectives of the organization; • analyze and define jobs for more effective functioning of the organization; • define environment as a set of institutions, forces and factors; • identify gaps in human resources.