



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

## Study program **Public Administration (2012/2013)**

Faculty	Contemporary Social Sciences
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Title	Master of Public Administration
Accreditation archive number [120]	15-1190/6
Accreditation date	18.10.2012

## 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 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**

- [6.0 ECTS] **Research Methodology**
- [6.0 ECTS] **Comparative Political Systems**
- [6.0 ECTS] **Applied Economy in the Public Sector**
- [6.0 ECTS] **Comparative Aspects of Public Administration in EU Countries**
- [6.0 ECTS] **Free elective course 1**

### **Semester 2**

- [6.0 ECTS] **Qualitative and Quantitative Analysis**
- [6.0 ECTS] **Public Financial Management**
- [6.0 ECTS] **Administrative Law**
- [6.0 ECTS] **European Union: Institutions, Politics and Laws**
- [6.0 ECTS] **Free elective course 2**

### **Semester 3**

- [6.0 ECTS] **Control of Administration**
- [6.0 ECTS] **Strategic Management**
- [6.0 ECTS] **Public Policies Analysis**
- [6.0 ECTS] **Evaluation of Programs in Public Sector**
- [6.0 ECTS] **Elective course 1**

### **Semester 4**

- [30.0 ECTS] **Master Thesis**

## **Description of courses**

### **Core courses**

- **Research Methodology**

This course is designed for students who are preparing a Master thesis. The main objectives 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.

- **Comparative Political Systems**

The course "Comparative Political Systems" aims to familiarize students with knowledge about most political systems in the modern world, of course without leaving aside the political systems of countries surrounding Macedonia and political systems of less developed countries around the world. This course is part of the undergraduate and postgraduate studies in most schools of public administration, law faculties and the faculties of political science. During the course, we will deal with parallelisms and comparative analysis between the functioning of the institutions of political systems in countries of interest, interrelated and in the case of the political system of the Republic of Macedonia towards finding good practices that would be promoted and political system of the Republic of Macedonia.

- **Applied Economy in the Public Sector**

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.

- **Comparative Aspects of Public Administration in EU Countries**

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.

- **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.

- **Administrative Law**

The main objective of the course is learning the material in order to better understand the organization and functioning of the administration from national and international aspects. Better knowledge of the legal acts, the types of acts, as well as the methodology for creating the tools and instruments to control the administration.

- **European Union: Institutions, Politics and Laws**

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.

- **Control of 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.

- **Strategic Management**

This module is designed to train students to use tools, opportunities and frameworks for implementation of effective strategies for CSOs. Various topics include conceptual frameworks for understanding the role of strategic leadership, analytical skills to develop and evaluate strategies and approaches for working with various interest groups in order to mobilize commitment and methods in order to achieve changes. Also, this is a multidisciplinary module which explores the historical, political, legal, ethical and social environment in which CSOs operate. By default, each CSO should have an independent administrative body (assembly or Board), which manages the organization and brings strategic decisions. This module deals with the role of manager or executive director in the organization, the process of decision-making and management of staff, according to legal norms, as well as in accordance with the mission and strategic goals of the organization. Furthermore, the module covers the relationship between the board and executive managers and their impact on organizational development.

- **Public Policies 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.

- **Evaluation of Programs in Public Sector**

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.

- **Master Thesis**

This module enables students to transfer their skills and knowledge to research and make more complex task of Master-Thesis. The module is designed to be fully practical and students to acquire the necessary knowledge and skills to approach writing the paper. 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 paper, taking account to stop illegal means, such as plagiarism and infringement of copyright, which are prohibited by the Statute of SEEU.

## **Elective courses**

- **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 Chapters of 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 preparation of the scientific and research paper. \* Practical application of these objectives in preparing student's individual research paper.

- **Selected Chapters of Advanced 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.

- **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.

- **Political Management**

\* To gain basic knowledge of the term policy and management \* Be familiar with basic tools and activities in order to distinguish the political processes under different criteria. \* To gain adequate knowledge for preparation of a survey and field working. \* Application of knowledge gained from other objects and building a particular methodology for the preparation of essays-paper work. \* To analyze the electoral process and the method of execution. \* To prepare a political speech and to simulate the appearance of a political event. \* Ability to actively participate in a debate organized by the Student Union. \* Ability to prepare and participate in research project, and presenting the results of scientific research. \* To determine different ways and use scientific sources, to study and read selectively and comparatively to analyze political processes.

- **Leadership and Organizational Development**

Teaching of the course in Leadership and Organizational Development is introduced as part of a study program in Public Administration. The subject aims to enable students to learn how leaders and managers develop and implement 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, as leaders and managers are personally involved in ensuring that management systems of the organization will be developed and implemented. Also about the way 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

- **Political Ethics: Domestic, International and Diplomatic**

\* Has knowledge and understands the semantics and the concepts of morality of ethics, standards of behavior, moral judgment and moral philosophy. \* Develops 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 ethical problem situations. \* There is a sense of the character required in the profession of administrator. \* Informed by the 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.

- **Globalization as a Phenomenon in Contemporary Society**

\* Students will have a deeper conceptual understanding of globalization as a phenomenon that flattened the world (Friedman). \* Have a vision for themselves and society in conditions of globalization \* Able to debate intelligently for globalization in various dimensions: economic, political, cultural and socio-spatial. \* 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. \* Ability to develop a structured study of the

"product" or (EPI) phenomenon of globalization.