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

Study program	Civil Society Development
Faculty	Contemporary Social Sciences
Study Cycle	Second Cycle (Postgraduate)
ECTS	60

Description of the program

This Master's program aims to cover the gap in the formal education of CSO workers, activists and volunteers and to upgrade and strengthen their knowledge and skills in order to empower the Civil Society to raise its voice in overcoming the obstacles in building effective democracy in Macedonia and the region of SEE. Moreover, this program will enhance and built upon the achievement in this field from the region and share the international experience in the path of reaching positive societal changes.

Thus, the Learning goals of the Master's program for Civil Society Development

- MA candidates will find in this program a balance between solid intellectual preparation in the social sciences and hands-on professional training with experts in civil society development.
- MA candidates will demonstrate the capacity to take modules in English, and to conduct negotiations and debates in this language. They will take part in the broader regional community created by this bridge built between the SEE countries.
- MA recipients will acquire the necessary skills in cultural translation and conflict negotiation required to succeed in the different educational systems with distinct traditions and evaluative and teaching methods.
- MA recipients will manifest intellectual autonomy; participate in contemporary culture; and they will demonstrate imagination and openness to new experiences, as well as the flexibility to think across disciplines and transfer skills between areas of expertise.
- MA recipients will demonstrate both the willingness and the expertise to contribute fulsomely to civil society and intellectual life via participation in the extensive opportunities for debate, conference attendance, and cultural events.
- MA recipients will be autonomous producers of knowledge, informed decision-makers and skilled facilitators of Civil Society Development.

The professional goals of the Master's program for Civil Society Development

- Education that gives highly qualified leaders with well developed leadership and management skills for facing the challenges in the area of civil society development
- Education that offers generates highly qualified and professional leaders with contemporary approach towards management and desire to promote the role and values of the civil society organizations in the development of democracy in modern societies

Qualification that the students will gain after completion of this program: Master of Science in societal sciences in the area of Civil Society Developmet.

Career

The Civil Society and Development program gives highly qualified leaders with well developed leadership and management

skills to face the challenges in the area of civil society development and offers highly qualified and professional leaders with contemporary approach towards management and a desire to promote the role and values of the civil society organizations in the development of democracy in modern societies.

Learning outcomes

Knowledge and understanding

- Will find a balance between solid intellectual preparation in the social sciences and hands-on professional training with experts in civil society development.
- Will demonstrate the capacity to take modules in English, and to conduct negotiations and debates in this language.
- Will take part in the broader regional community created by this program built between the SEE countries.

Applying knowledge and understanding

- Will acquire the necessary skills in cultural translation and conflict negotiation required to succeed in the different educational systems with distinct traditions and evaluative and teaching methods.
- Is able to lead survey of public opinion and implement methodological tools.
- Demonstrate the ability to lobby, mediate and negotiate multiple influential political actors in society.
- Ability to apply theoretical knowledge, develop research in solving social phenomena and pursue career in the academic field.

Making judgement

- Will manifest intellectual autonomy; participate in contemporary culture.
- Demonstrate imagination and openness to new experiences, as well as the flexibility to think across disciplines and transfer skills between areas of expertise.
- Distinguish a variety of phenomena related to the political culture of respective society.
- Critically compare the political trends within the society and state and assesses their impact on euro-integration processes of the country.

Communication skills

- Able to participate in political debates, mediation, and negotiation while providing argumentative analysis of political discourse.
- Have coherent writing skills on societal developments
- Demonstrate ability to professionally communicate with multiple actors in a team spirit and inclusive approach.
- Demonstrate both the willingness and the expertise to contribute fulsomely to civil society and intellectual life via participation in the extensive opportunities for debate, conference attendance, and cultural events.

Learning skills

- Can determine and argue the role of civil society for the knowledge based society.
- Take initiative to identify interests groups and state institutions within political processes.
- Abilities to perform lifelong learning and self-education in the field of Political Sciences.
- Ability to train citizens for political system and democratic society.

List of courses

Semester 1

- [6.0 ECTS] **Strategic Management and Change Management**
- [6.0 ECTS] **Civil Society and Development Policies**
- [6.0 ECTS] **Financial Management, Accounting and Cost-effectiveness for Nonprofit Organizations**
- [6.0 ECTS] **Elective course 1**
- [6.0 ECTS] **Elective course 2**

Semester 2

- [24.0 ECTS] **Master Thesis**
- [6.0 ECTS] **Free elective course 1**

Description of courses

Core courses

- **Strategic Management and Change Management**
  This module examines management theory and practice through a framework involving strategic thinking and strategic planning. It covers a number of important management topics, including the context of strategy, leadership, managerial uses of structure and design, and performance. Case studies of managerial practice in the public and nonprofit sectors are used throughout the module. This module also includes practical module in: - Defining long-term vision and mission; - Analysis of external environment and actors; - Areas of overlapping with other stakeholders and not covered areas of intervention; - SWOT analysis; - Strategic Orientation – Analyzing possible strategies; - Defining strategic goals and directions; - Developing strategic action plans with detailed activity list; - Developing Annual Plans for CSOs ; Furthermore, this module will include the basics of Change Management: - The philosophy of change-definitions, why change, challenges; - Changes in organizational culture; - Identification of the key actors in the change process; - Resistance to change and factors of influence; - Support to change; - Phases in the change processes; - Promoting change; - Analyses of organizational processes; - Techniques and methods for managing change;

- **Civil Society and Development Policies**
  This modules is focused on discovering the theories of the development of the Civil Society, definition of its position in the society, the key stakeholders, interactions with other sectors in the society, methods of work, the role and the structure of the civil society sector, the main characteristics of the civil society in Macedonia and the region of SEE, possible sustainability strategies and methods and techniques for influencing the development of policies and the role of CSOs in the decision making processes. Within this module, the key development concepts, theories and approaches will be presented, as well as the key challenges related to the poverty and the limitations that are coming from the influential donor agencies, international aid agencies, foundations and think thanks.

- **Financial Management, Accounting and Cost-effectiveness for Nonprofit Organizations**
  The module is designed to expose students to the standards and practice of accounting for public and nonprofit organizations. The module includes use of fund accounting and other appropriate techniques to ensure proper execution of fiduciary responsibility. The students will learn the linkage between budget, financing and accounting in local governments and nonprofits, as well as establishing the utility of each. The module includes review and analysis of the technical aspects of accounting, posting journal entries and preparing various accounting reports. This module covers the fundamentals of financial accounting for for-profit, not-for-profit, and other institutions. It provides a look behind the financial statements used in all organizations and focuses on preparation of statements. Topics include journalizing transactions into debits and credits, double-entry accounting, creating general ledger accounts (T-accounts), and accounts receivable (including aging schedules). Students will also learn how and why accounting rules differ for for-profit and not-for-profit. Examples of both for-profit and not-for profit financial statements will be reviewed. Cost-effectiveness analysis (CEA) sits at the interface between principle and policy and provides a rational basis for resource allocation. This module is designed to introduce students to the methods and growing range of applications of CEA in the public policy context. Module lectures are divided equally between theory, case studies, and application, and are designed to be of equal interest to all students. The learning objectives of the module are: (1) to develop an understanding of the theoretical underpinnings of CEA; (2) to learn contemporary analytic methods and data acquisition strategies for conducting CEA; (3) to understand how CEA is carried out in practice and to critically examine case studies; and (4) to understand the range of perspectives involved in using CEA results as input for policy decisions. At the conclusion of the module, students will have the tools to apply CEA on their own, and understand the range of issues involved in translating their results to policy. Assuming that the student already have a fundamental understanding of the financial statement concepts, the primary objective of this module is to familiarize them with financial statements (audited and unaudited) and to increase their comfort and facility in the analysis of the quantitative and qualitative data found in these statements. An additional key objective is to expand on the fundamentals learned using an applied framework approach by introducing you to various forms of financial statement analysis techniques utilized by finance professionals. A third objective is to enhance student’s presentation skills (oral and written) of financial concepts through written and oral presentation. Understanding accounting and financial reporting practices of all companies (not-for-profits included) has increased the importance for managers and finance professionals to develop the necessary skill-set required to analyze these statements and get beneath the numbers. This module will assist the student’s development of these skills. Finally, the students will learn to plan and manage finances and annual budgets in line with Strategic Plan, Balancing mission and finances, Preparation of

annual budget and Classification of expenses. Moreover, the focus will be given to Financial planning of fundraising activities, Cash-flow management, Risk management and Control of finances as well as fulfillment of the indicators.

- **Master Thesis**
  This module enables students to transfer their skills and knowledge to research and make more complex the task of the Master Thesis. 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

- **Research Methodology for CSOs**
  This module deals with the theoretical approach to the problem of research, definition of the research problem and its theoretical context i.e. the frame where it belongs. Furthermore, the module investigates the relevant goals and the character of a research in relation with the concrete tasks and use of different methodologies: - Learning the different research methodologies; - Understanding the techniques and instruments that are used while conducting a research; - How to determine the population for research, sample characteristics and size; - To define what type of data are expected with the research and what statistical methods will be used for data analyses; - Methods for describing the research results; - Through practical work, the students will have the opportunity to use some of the research methodologies, as well as to be involved in the preparation of presentation of results;

- **Public Policies, Advocacy and Lobbying**
  This module examines how public policy has affected and continues to affect the behavior of nonprofit organizations. It also looks at how nonprofits seek to influence the public policy process. The interaction action includes the role of volunteerism, civic action, community activism. Students will discuss the role of civic leadership and advocacy and its impact on public policy decisions. This module is for those who could imagine working in national or local advocacy organizations that make change happen or anyone who wants to understand the art of issue advocacy as a method of social change. An advocacy campaign attempts to impact public policy, most often through changes in regulations and/or legislation. There are a wide range of roles campaign workers can play from research and policy analysis to education, public relations and organizing constituencies to reaching out to a wide range of influential, legislators and other government officials. At the same time, the skills of public advocacy– listening, finding areas of consensus and building on that consensus, finding ways to make change happen – are skills that can be applied to all professional and life settings. The module will provide an overview of and guidance in how to affect public policy through advocacy campaigns, legislative lobbying, issue branding, coalition building and community organizing. This includes exploring the different forms of policy issue advocacy and identifying its value base; exploring the strategies, tactics and activities of organizing and running such campaigns; and thinking about marketing, language and evaluation. It will direct an on-going social justice advocacy campaign which students will run – this is not simulation, but the real thing. The goal is to gain hands-on experience in taking on a social justice issue and make change happen. In addition to classroom activities, we will take our learning out into the community. The clinical part of the program will include training in the specific advocacy issue we will be working on and going out into the field to advocate for concrete change.

- **Human Resources Development and Volunteer Management**
  Designed for public and non-profit managers rather than human resource professionals, this module gives a broad overview of HR dynamics and responsibilities. It will cover basic HR functions such as recruitment, career development, performance appraisal and rewards, providing feedback and job design. It will also explore current issues within HR management, which could include diversity and identity at work, the role of unions, or other topics. The module will include practical application through case discussions and reflection on students' work experiences. While it will focus on values-based organizations, it will compare HR practices in the public, non-profit and for-profit sectors. This module also presents the concept of strategic approach towards managing organizational human resources. The students will gain knowledge and skills about their role and responsibility as managers and will learn how to plan, organize and control the work of their team according to organizational policy. More specifically, the module includes the following: - Introduction to HRM; - Organizational structure/culture and development; - Roles and positions of the manager; - Strategic planning of all phases of HRM-from identifying needs to sustained organizational HR; - Self management (knowing your-self) and time management; - Basics of Communication skills; - Team Manager – team skills and team player (setting team objectives, problem solving, leadership, delegation,

motivation and team roles, change management, performance evaluation and corrective meetings); - Dealing with conflict situations, crises management; - Organizational manager (recruitment and selection); - On the other side, this module deals with volunteer management and it is focused on basic concepts of volunteerism and management of volunteers: - Introduction to voluntarism: definition, types of volunteers, why do people volunteer, why do CSOs engage volunteers and volunteerism in the world; - Recruitment and selection of volunteers; - Volunteer orientation and training; - Volunteer motivation; - Rights and responsibilities of volunteers; - Monitoring and evaluation of volunteer work; - Developing Volunteer Strategy;

- **Fundraising and Philanthropy for Nonprofits**
  This module examines the history, principles, and practical application of resource development and capital campaigns; the ethical responsibilities of professional fundraising; and, the fundamental techniques of fundraising among individuals, corporations, foundations, and public donors. Students will have an opportunity to learn about fundraising, as well as, the topic of philanthropy more broadly i.e. individual and corporate philanthropy. This module will specifically help students develop fundraising strategies for a not-for profit; understand external issues which impact successful fundraising and participate in a role play for meeting with donors. Topics in the module will focus on board development, annual giving, major gifts, and foundation fundraising, building a successful development operation, designing campaigns and identifying multiple sources of funding. The importance of research and creating a donor focused culture within an organization will also be stressed. Furthermore, this training program complements the CSO Sustainability Plan and outlines different techniques for fundraising, organization of special events and basic principles of relations with donors: - Mobilizing local resources: need and importance; - Overcoming barriers in looking for resources; - Methods for fundraising; - Planning and organizing special fundraising events; - Strategy for mobilizing local resources. - Creating CSO's ID; * Main steps in donor approach; - Presenting project ideas to donors (project proposal); - Tips and guidelines on the most important skills for communication and negotiation with donors; - Implementation of projects and communication with donors; - Recognition of Donors;

- **Advanced Conflict Management, Communication and Negotiation skills for CSOs**
  The public/non-profit administrator, whether primarily concerned with management, policy or finance, is called upon to manage or becomes involved in a wide variety of conflicts. Conflict is ubiquitous - within and between organizations and agencies, between levels of government, between interest groups and government, between interest groups, between citizens and agencies, etc. The increasing complexity and interrelatedness of the issues that the public sector is called upon to address, and the increasing sophistication and engagement of groups representing both public and private interests, compounds the challenge. In this environment, it is essential for public and non-profit administrators to know how to manage conflict effectively. Effective conflict management involves analyzing a conflict, understanding the dynamics between the parties, and determining the appropriate method of conflict resolution. In the absence of confidence and skill in conflict management, most public officials resort, often counterproductively, to the use of power, manipulation, and control. Possessing confidence and skill, one can exercise other options.

- **Selected 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 deign of a scientific research. - To enable students to acquire advanced knowledge and skills from selected 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.

- **Applications for Statistical Data Processing**
  The aim of this subject is: - To display the technical elements in the field of statistics: organizing, processing, and comparing through analysis and publication of data. - To enable students to acquire advanced knowledge and skills 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.