

STUDY PROGRAMME - MBA MANAGEMENT 4+1

First semester

CODE	COURSE	Credits	Classes	Total (PT)*
4EK200312	MANAGEMENT AND LEADERSHIP	6	156	2+2+1
4EK200212	FINANCIAL MANAGEMENT	6	156	2+2+1
4EK200112	ADVANCED ECONOMY	6	156	2+2+1
TOTAL CREDITS FROM CORE COURSES		18		
ELECTIVE COURSES (choose two)				
4EK200512	SMALL BUSINESS MANAGEMENT	4	120	2+1+1
4EK200412	HUMAN RESOURCES MANAGEMENT	4	120	2+1+1
4EK200812	INFORMATION SYSTEMS MANAGEMENT	4	120	2+1+1
4EK200712	STRATEGIC MARKETING	4	120	2+1+1
UNIVERSITY ELECTIVE COURSES (choose one course)				
UGD203212	RESEARCH METHODOLOGY	4	120	2+1+1
UGD202312	APPLIED DATA ANALYSIS	4	120	2+1+1
TOTAL CREDITS FROM ELECTIVE COURSES		12		
TOTAL CREDITS IN THE FIRST SEMESTER		30		

Second semester

CODE	COURSE	Credits	Classes	Total (PT)*
4EK201012	ORGANIZATIONAL BEHAVIOR	6	156	2+2+1
	DISSERTATION	24	720	0+0+24
TOTAL CREDITS IN THE SECOND SEMESTER		30	876	
TOTAL CREDITS FOR THE DEGREE		60		

STUDY PROGRAMME – MBA MANAGEMENT 3+2 (two years, four semesters)

I semester – First year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK200312	Management and leadership	8	3+2+2	216
4EK200212	Financial management	8	3+2+2	216
4EK200112	Advanced economy	6	2+2+1	156
Total credits from core courses		22	8+6+5	588
Elective courses (choose 2)				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK200812	Information systems management	4	2+1+1	120
4EK200912	Money and banking	4	2+1+1	120
4EK200712	Strategic marketing	4	2+1+1	120

4EK202712	Costs management	4	2+1+1	120
Total credits from elective courses		8	4+2+2	240
Total credits in the first semester		30	12+8+7	828
II semester – first year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK201012	Organizational behavior	8	3+2+2	216
4EK200512	Small business management	8	3+2+2	216
4EK200612	Strategic management	6	2+2+1	156
Total credits from core courses		22	8+6+5	588
Elective courses (choose 2)				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK201212	Enterprenership	4	2+1+1	120
4EK204412	E-Business	4	2+1+1	120
4EK201112	Promotion	4	2+1+1	120
4EK204512	Decision theory	4	2+1+1	120
Total credits from elective courses		8	4+2+2	240
Total credits in the second semester		30	12+8+7	828
Total credits in the first year		60		
III semester – Second year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK200412	Human resources management	8	3+2+2	216
4EK201312	Business statistics	8	3+2+2	216
4EK204212	Financial reports analysis and audit	8	3+2+2	216
Total credits from core courses		24	9+6+6	648
Elective courses (choose 1)				
UGD203212	Research methodology	6	2+2+1	156
UGD202212	Applied data analysis	6	2+2+1	156
Total credits from elective courses		6	2+1+1	156
Total credits in the first semester		30	11+7+7	804
IV semester – Second year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
	DISSERTATION	30	0+0+30	900
Total credits in the fourth semester		30		
Total credits for the degree		120		

Annex No.3		Program of the Course - second cycle studies
1.	Title of the Course	MANAGEMENT AND LEADERSHIP
2.	Code	4EK200312
3.	Study Program	MBA- MANAGEMENT 4+1
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of Economics Goce Delcev University - Stip
5.	Cycle (first, second and third cycle)	Second

6.	Academic year / semester	Fifth/First	7.	Number of credits	6
8.	Professor (s)	Prof. PhD Trajko Miceski, Ass. Prof. PhD Violeta Madzova			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): The course objective is to assist students in understanding the modern functions and levels of management (planning, organizing, coordinating, motivating and controlling), the role of managers, understanding ourselves and future horizons of management and leadership development, as well as the modern trends in the management of organizational entities.				
11.	Content of the course program: Management and managers; The character of management; Development of management thought; Global changes in the environment; Management process (planning, organizing, coordinating, motivating and controlling); Motivation, Communication, Behavior, Knowledge of people, etc. Decision Making; Motivation, Communication, Ethics and social responsibility, Interactive behavior, Preference of leadership and avoiding pseudo leadership.				
12.	Learning methods: Methods of oral and written exposure				
13.	Total available time	156			
14.	Distribution of available time	2+2+1			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work		
16.	Other forms of activities	16.1.	Project tasks	2 hours	
		16.2.	Individual tasks		
		16.3.	Home learning	1 hour	
17.	Method of assessment				
	17.1.	Tests / oral exams			70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)			10 points
	17.3.	Activity and participation			20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (F)	(five)
		51 to 60 points		6 (E)	(six)
		61 to 70 points		7	(seven)

			(D)
		71 to 80 points	8 (eight) (C)
		81 to 90 points	9 (nine) (B)
		91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam	
20.	Language of teaching / study	Macedonian, English	
21.	Method of monitoring the quality of teaching	Self-evaluation	

22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Gareth R.Jones, Jenifer M.George	Contemporary management	Translation from the Government of the RM	2008
	2.	Ricky V. Griffin	Principles of management	Translation from the Government of the RM	2010
	3.	Трајче Мицески	Менаџмент и Лидерство	Економски факултет- УГД- ШТИП	2010
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	John R. Schermerhorn, Jr.	Management, 9th edition	John Willey & Sons, Inc.	2008
	2.				
	3.				

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	FINANCIAL MANAGEMENT			
2.	Code	4EK200212			
3.	Study Program	<i>MBA- MANAGEMENT 4+1</i>			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	6

8.	Professor (s)	Prof. PhD Risto Fotov		
9.	Requirements for enrollment the Course			
10.	Purposes of the curriculum (competencies):	The intention of the lectures is to give the students basic knowledge from the area of management with financial assets in the enterprise, to enable them to understand the process of financial decision making and to explain the influence that financial decisions have regarding the establishment of the net worth of the company.		
11.	Content of the course program:	Enterprise, capital and financial management; Financial analysis and financial planing; Basic financial concepts; Long term financial decisions; Short term financial decisions; Cost of capital, leverage and dividend		
12.	Learning methods:	Methods of oral and written exposure		
13.	Total available time	156		
14.	Distribution of available time	2+2+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activites	16.1.	Project tasks	2 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam		
20.	Language of teaching / study	Macedonian, English		

21.	Method of monitoring the quality of teaching	Self-evaluation
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22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Арсов, Сашо	ФИНАНСИСКИ МЕНАџМЕНТ	ЕКОНОМСКИ факултет-Скопје	2008
	2.				
3.					
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	James C. Van Horne, John M. Wachowicz, Jr	Fundamentals of Financial Management, 10th edition	Prentice Hall, New Jersey	1998
	2.	Ross, Stephen, R. Westerfield, J. Jaffe	Corporate Finance	McGraw-Hill , Irwin,	1999
	3.				

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	ADVANCED ECONOMY			
2.	Code	4EK200112			
3.	Study Program	<i>MBA- MANAGEMENT 4+1</i>			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	6
8.	Professor (s)	Prof. PhD Krume Nikoloski			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): According to market conditions, consumers maximize satisfaction and production companies optimize and maximize profits by acting in different market structures; Why economics is the science of choice and how market economies sorted out the central economic problem; What are the responsibilities of the government in the regulation of businesses and correcting market failure; How to define key macroeconomic aggregates: gross domestic product, inflation, unemployment, savings, investments, exchange rate, etc., which is their essence and what are their links and interdependencies; To understand the core and limitations of key macroeconomic policies and the manner of their use in different phases of the economic cycle.				
11.	Content of the course program: Introduction to Economic Science; Fundamental economic problems; Basic				

	elements of supply and demand; Theory of consumer choice; Basics of the theory of production; Cost analysis; Market structures - perfect competition, monopoly, oligopoly; Factors of production and markets downprices of capital, land and labor; Government and business - market failures and state economic regulation; Key macroeconomic concepts; Gross domestic and gross national product; Economic growth and productivity; Economic cycle; Consumption, savings and investment; Cash and banks; Inflation and unemployment; Fiscal and monetary policy; International economics - international exchange of goods and production factors; Balance of payments; Exchange rate; Modern macroeconomic schools.			
12.	Learning methods: Methods of oral and written exposure			
13.	Total available time		156	
14.	Distribution of available time		2+2+1	
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	2 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam		Achieved result of 60% from the three colloquia and the final exam	
20.	Language of teaching / study		Macedonian, English	
21.	Method of monitoring the quality of teaching		Self-evaluation	

22.	Literature				
	22.1.	Required literature			
		No.	Author	Title	Publisher

		1.	Таки Фити	Основи на макроекономијата	Економски факултет, Скопје	2004	
		2.	Таки Фити	Основи на микроекономијата	Економски факултет, Скопје	2004	
		3.					
	22.2.	Additional literature					
		No.	Author	Title	Publisher	Year	
		1.	Mankiw G.	Principles of Economics, Third Edition	Thomson South-Western, London	2004	
		2.	Stiglitz J., Walsh C.	Economics, Third Edition	Norton & Company, New York	2002	
			3.				

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	SMALL BUSINESS MANAGEMENT			
2.	Code	4EK200512			
3.	Study Program	<i>MBA- MANAGEMENT 4+1</i>			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	4
8.	Professor (s)	Prof. PhD Risto Fotov			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies):	The intent of the course is to assist students in understanding the meaning and essence, functioning and organization of small enterprises in the economy. In those frames our aim is to indicate the fundamental differences between small and large enterprises in one country's economy. Among this, the following topics deserve special attention: approaches to starting a small enterprise, application of planning in small enterprises, the basic forms of organization of small enterprises, successes and failures of small business, social responsibility and ethics, as well as small businesses and entrepreneurship.			
11.	Content of the course program:	Small business and economics, Approaches of starting a small enterprise, Small enterprise planning; Organization of small enterprise; Successes and failures of small business; Social responsibility; Ethics and small businesses; Entrepreneurship and small enterprises.			

12.	Learning methods: Methods of oral and written exposure			
13.	Total available time			120
14.	Distribution of available time			2+1+1
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	1 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam		Achieved result of 60% from the three colloquia and the final exam	
20.	Language of teaching / study		Macedonian, English	
21.	Method of monitoring the quality of teaching		Self-evaluation	

22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Шуклев Бобек:	Менаџмент на мал бизнис, трето издание	Економски факултет, Скопје	2003
	2.				
	3.				
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	Thomas W.Zimmerer,	Essentials of	Pearson-	2005

		Norman M.Scarborough	entrepreneurship and small business management, fourth edition	Prentice Hall, Inc., Upper Saddle River, New Jersey	
	2.				
	3.				

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	HUMAN RESOURCE MANAGEMENT			
2.	Code	4EK200412			
3.	Study Program	<i>MBA- MANAGEMENT 4+1</i>			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	4
8.	Professor (s)	Prof. PhD Trajko Miceski, Ass. Prof. PhD Margarita Matlievska			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies):	The study of the subject matter allows students to become familiar with the complex issue of human resources, understood as a process of executing a series of activities and functions and the most important resources in the organization to be used in the most effective and efficient manner.			
11.	Content of the course program:	Fundamentals of management, introduction to the development of human resources, job analysis, human resource planning, recruiting potential candidates, selection of candidates, staff training, employee performance evaluation, employee development, systems of earnings, earnings-based performance, labor relations and negotiation, leaving the organization, knowledge (understanding) of people, interaction: individual-group-organization, conflicts and approaches for solving, communication as a factor in leading, motivating, stress and understanding of stress management, mobbing, SWOT-analysis.			
12.	Learning methods:	Methods of oral and written exposure			
13.	Total available time	120			
14.	Distribution of available time	2+1+1			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours	

		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	1 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	Роберт Л. Матис Џон Х.Џексон	Human Resource Management	Translation from the Government of the RM	2011
		2.	Боландер Снел	Human Resource Management	Translation from the Government of the RM	2011
	3.	Бојациоски Димитар, Ефтимов Љупчо	Менаџмент на човечки ресурси, второ издание	Економски факултет - Скопје	2010	
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Gary Dessler	Human Resource	Prentice Hall-	2008

			Management, 11th edition,	Florida	
		2.			
		3.			

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	INFORMATION SYSTEMS MANAGEMENT			
2.	Code	4EK200812			
3.	Study Program	<i>MBA- MANAGEMENT 4+1</i>			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	4
8.	Professor (s)	Prof. PhD Riste Temjanovski			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): The purpose of the course is to help the students to understand the informational dimension of management in order to facilitate the process of acquisition, preservation and distribution of the information within the business organizations. During the process, students will learn about the basics of system analysis and systematic approach, the theory of information and information systems. Also, they will understand the internal organization of knowledge and communication in contemporary enterprises and their appropriate use for improvement of the management's efficiency. Ultimately, students will be able to work in teams with operating abilities for the purpose of function, use and improvement of contemporary information systems, based on application of information technology.				
11.	Content of the course program: <ul style="list-style-type: none"> • The informational revolution (Intangible resources – the foundation of the information society) • System design (Systematic thinking and systematic approach) • System analysis • Information (Definition concepts of information, semantic rules, transfer of information, quality of information) • Information systems (The human being as an information system, information systems in business organizations) • Information systems and the organization (Organization of communication process of information) • Information system management (Entropy, information, management, information systems at different management levels, the informational dimension in the process of management, optimal management) 				

	<ul style="list-style-type: none"> • Economics of the information systems • Strategy elements for building and development of information systems • Design of new information systems 			
12.	Learning methods: Methods of oral and written exposure			
13.	Total available time	120		
14.	Distribution of available time	2+1+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	1 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.				
		2.				
3.						

		Additional literature				
22.2.		No.	Author	Title	Publisher	Year
		1.				
		2.				
		3.				

Annex No.3		Program of the Course - second cycle studies				
1.	Title of the Course	STRATEGIC MARKETING				
2.	Code	4EK200712				
3.	Study Program	MBA- MANAGEMENT 4+1				
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty od Economics Goce Delcev University - Stip				
5.	Cycle (first, second and third cycle)	Second				
6.	Academic year / semester	Fifth/First	7.	Number of credits	4	
8.	Professor (s)	Prof. PhD Trajko Miceski, Ass. Prof. Margarita Matlievska				
9.	Requirements for enrollment the Course					
10.	Purposes of the curriculum (competencies):	The basic tenets of this course is to familiarize students with knowledge of the marketing environment and marketing strategy in different stages of the product life cycle.				
11.	Content of the course program:	Concept of product life cycle, Marketing strategies in the stage of introduction, Marketing strategies in the phase of growth, Marketing strategies in the stage of maturity, Marketing strategies in the phase-out, Then the marketing strategy depending on the market position of the company (marketing strategy for leaders, the strategy of market challengers, strategy for market followers etc.) Marketing strategy in terms of product shortages, inflation and recession, Marketing-strategy for global markets (estimation of international marketing environment, deciding whether to exported, deciding which markets to enter and how, deciding on marketing program for the organization). Decision-making process for the product, pricing, marketing channels, retail and wholesale and promotion and economic propaganda.				
12.	Learning methods:	Methods of oral and written exposure				
13.	Total available time	120				
14.	Distribution of available time	2+1+1				
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching		2 hours	

		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	1 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	Јаковски Б., Ристеска - Јовановска С.	“Стратегиски маркетинг”	Скопје	2003
		2.	Петреска, Л., Блажеска, Д.	“Стратегиски маркетинг”,	ЕУРМ, Скопје,	2009
	3.	Мицески Т.	“Стратегиски маркетинг”,	УГД-Екон. факулт-Штип	2012	
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Dess, G. et Al	Strategic Management	Creating Competitive Advantages,	2007
		2.	Charles, H., Gareth, J.	Strategic Management Theory	An Integrated Approach,	2006
3.						

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	RESEARCH METHODOLOGY			
2.	Code	UGD203212			
3.	Study Program	MBA- MANAGEMENT 4+1			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty od Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	4
8.	Professor (s)	Prof. PhD Riste Temjanovski			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies):				
11.	Content of the course program:				
12.	Learning methods: Methods of oral and written exposure				
13.	Total available time	120			
14.	Distribution of available time	2+1+1			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work		
16.	Other forms of activites	16.1.	Project tasks	1hours	
		16.2.	Individual tasks		
		16.3.	Home learning	1 hour	
17.	Method of assessment				
	17.1.	Tests / oral exams			70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)			10 points
	17.3.	Activity and participation			20 points
18.	Assessment Criteria (points / score)	up 50 points		5	(five) (F)
		51 to 60 points		6	(six) (E)
		61 to 70 points		7	(seven) (D)
		71 to 80 points		8	(eight) (C)
		81 to 90 points		9	(nine) (B)
		91 to 100 points		10	(ten) (A)

19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam
20.	Language of teaching / study	Macedonian, English
21.	Method of monitoring the quality of teaching	Self-evaluation

22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Б. Крстев	Методологија на НИ	УГД-скрипта	
	2.	Ц.Мојановски	Методологија на НИ	УКИМ-учебник	
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.				
	2.				

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	APPLIED DATA ANALYSIS			
2.	Code	UGD202312			
3.	Study Program	MBA- MANAGEMENT 4+1			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty od Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/First	7.	Number of credits	4
8.	Professor (s)	Prof. PhD Tatjana Atanasova Pacemska			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): Students will be trained for planning and achieving different applied research tasks, as well as to use the results to solve practical problems and make decisions. Also, they will learn how to use the program package SPSS (or any other program depending on the need for the research process) designed for applied data analysis based on the methods of mathematical statistics. During the courses, students will gain the necessary skills and all the basic knowledge to analyze and interpret the results from the research process, making them capable for successful realization of the master exam.				
11.	Content of the course program: <ul style="list-style-type: none"> The common (theoretical) versus the applied research (definition, goals, methods of realization, the process of examination) 				

	<ul style="list-style-type: none"> • Statistics – data collection, grouping and presentation • Random variables, different types of random variables • Statistic examples and distributions • Applied data analysis • Descriptive statistics • Hypothesis testing – parametric and nonparametric tests • Linear and nonlinear regression • Variance analysis (ANOVA) • Experiment design <p>Case study (examples in SPSS programs, Exel, Mathematica according to the specific needs of different scientific fields)</p>			
12.	Learning methods: Methods of oral and written exposure			
13.	Total available time	120		
14.	Distribution of available time	2+2+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	1 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams	70 points	
	17.2.	Seminars (paper / project - presentation: written and/or oral)	10 points	
	17.3.	Activity and participation	20 points	
18.	Assessment Criteria (points / score)	up 50 points	5 (five) (F)	
		51 to 60 points	6 (six) (E)	
		61 to 70 points	7 (seven) (D)	
		71 to 80 points	8 (eight) (C)	
		81 to 90 points	9 (nine) (B)	
		91 to 100 points	10 (ten) (A)	
19.	Signature requirement and passing the final exam	Achieved result of 60% from the three colloquia and the final exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	Forthofer, R.N., Lee, E.S.	Introduction to Biostatistics: A Guide to Design, Analysis and Discovery	Academic Press, London	1995
		2.	Солдик – Алексиќ J.	Примењена анализа података	Економски факултет - Белград	2011
	3.	Њуболд, П., Карлсон Л.В., Торн Б.	Статистика за бизнис и економија	Магор –1000 преводи од Влада на РМ	2010	
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Montgomery, D.C.	Design and Analysis of Experiments	John Wiley and Sons Inc., New York	2001
		2.				
3.						

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	ORGANIZATIONAL BEHAVIOUR			
2.	Code				
3.	Study Program	<i>MBA- MANAGEMENT 4+1</i>			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty od Economics Goce Delcev University - Stip			
5.	Cycle (first, second and third cycle)	Second			
6.	Academic year / semester	Fifth/Second	7.	Number of credits	6
8.	Professor (s)	Prof. PhD Trajko Miceski, Ass. Prof. PhD Violeta Madzova			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): The aim of this course is to help students in understanding the behavior of the people in the today's complex organizations. The syllabus of this course mainly focuses its attention to the following questions: the man as an individual, motivation, groups and behavior of groups, leadership theories, authority, power, politics, culture and organizational changes				
11.	Content of the course program: Introduction; Organizational behavior in a global context, Behavior of the individual; Organizational behaviour and the organization; Groups in the				

	organization; Motivation; Power, The individual and the organization; Leadership; The nature of the organizational behavior.			
12.	Learning methods: Methods of oral and written exposure			
13.	Total available time		156	
14.	Distribution of available time		2+2+1	
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	2 hours
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam		Achieved result of 60% from the three colloquia and the final exam	
20.	Language of teaching / study		Macedonian, English	
21.	Method of monitoring the quality of teaching		Self-evaluation	

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	Љубомир Дракулевски	Лидерство-основа за ефективен стратегиски менаџмент	Економски факултет, Скопје	1999
		2.				
3.						

		Additional literature				
		No.	Author	Title	Publisher	Year
22.2.	1.	Kinicki, Angelo, Robert Kreitner	Organizational Behavior, key concepts, skills & best practices	McGraw-Hill, Irwin, Hightstown	2006	
	2.	Roobbins, Stephen P.	Bitni elementi organizacsikog ponasanja	MATE, Zagreb	1995	
	3.					

16. THE STUDY PROGRAMME IN ACCORDANCE WITH ARTICLE 4 FROM THE GENERAL REGULATION (ANNEX NO. 3)

STUDY PROGRAMME – MBA MANAGEMENT 3+2 (two years, four semesters)

I semester – First year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK200312	Management and leadership	8	3+2+2	216
4EK200212	Financial management	8	3+2+2	216
4EK200112	Advanced economy	6	2+2+1	156
Total credits from core courses		22	8+6+5	588
Elective courses (choose 2)				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK200812	Informationa systems management	4	2+1+1	120
4EK200912	Money and banking	4	2+1+1	120
4EK200712	Strategic marketing	4	2+1+1	120
4EK202712	Costs management	4	2+1+1	120
Total credits from elective courses		8	4+2+2	240

Total credits in the first semester		30	12+8+7	828
II semester – first year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK201012	Organizational behavior	8	3+2+2	216
4EK200512	Small business management	8	3+2+2	216
4EK200612	Strategic management	6	2+2+1	156
Total credits from core courses		22	8+6+5	588
Elective courses (choose 2)				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK201212	Enterprenership	4	2+1+1	120
4EK204412	E-Business	4	2+1+1	120
4EK201112	Promotion	4	2+1+1	120
4EK204512	Decision theory	4	2+1+1	120
Total credits from elective courses		8	4+2+2	240
Total credits in the second semester		30	12+8+7	828
Total credits in the first year		60		
III semester – Second year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
4EK200412	Human resources management	8	3+2+2	216
4EK201312	Business statistics	8	3+2+2	216
4EK204212	Financial reports analysis and audit	8	3+2+2	216
Total credits from core courses		24	9+6+6	648

Elective courses (choose 1)				
UGD203212	Research methodology	6	2+2+1	156
UGD202212	Applied data analysis	6	2+2+1	156
Total credits from elective courses		6	2+1+1	156
Total credits in the first semester		30	11+7+7	804
IV semester – Second year				
Core courses				
CODE	COURSE	Credits	Classes	Total (PT)*
	DISSERTATION	30	0+0+30	900
Total credits in the fourth semester		30		
Total credits for the degree		120		

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Management and leadership			
2.	Code	4EK200312			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth year/ first semester	7.	Number of credits	8
8.	Professor (s)	PhD Trajko Miceski/ PhD Violeta Madzova			
9.	Requirements for enrollment the Course	Principles of economics, and other appropriate faculty knowledge			
10.	Purposes of the curriculum (competencies): The course objective is to assist students in understanding the modern features and levels of management (planning, organizing, coordinating, motivating and controlling), the role of managers, understanding ourselves and future horizons of management and leadership development and modern trends in the management of				

	organizational entities.			
11.	Content of the course program: 1. Management and managers; Nature of management; Development of management thought; Global changes in the environment; Management process (planning, organizing, coordinating, motivating and controlling); Motivation, Communication, Behavior, Knowledge of people and so on. Decision-making, motivation, communication, ethics and social responsibility, interactive behavior, management of self - development, preference of true leadership and recognition and avoidance of pseudo leadership.			
12.	Learning methods: – Method of written and oral presentation			
13.	Total available time	216		
14.	Distribution of available time	3+2+2		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	3
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	hours
		16.2.	Individual tasks	2 hours
		16.3.	Home learning	2 hours
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieve success by 60% from the three colloquiums or written exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality	Self-evaluation		

	of teaching	
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22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Gareth R.Jones, Jenifer M.George	Modern Management	Translation: Government of Macedonia	2008
	2.	Ricky V.Griffin Translation:	Principles of Management	Translation: Government of Macedonia	2010
	3.	Trajce Miceski	Management and Leadership	Faculty of Economic UGD-Stip	2010
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	John R. Schermerhorn, Jr.	Management, 9th edition	John Willey & Sons, Inc.	2008
	2.				
	3.				

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Financial management			
2.	Code	4EK200212			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / first	7.	Number of credits	8
8.	Professor (s)	PhD Risto Fotov / PhD Krste Sajnovski			

9.	Requirements for enrollment the Course		
10.	Purposes of the curriculum (competencies): The intention of the lectures is to give the students basic knowledge from the area of management with financial assets in the enterprise, to enable them to understand the process of financial decision making and to explain the influence that financial decisions have regarding the establishment of the net worth of the company.		
11.	Content of the course program: Enterprise, capital and financial management ; Financial analysis and financial planing; Basic financial concepts; Long term financial decisions; Short term financial decisions; Cost of capital, leverage and dividend		
12.	Learning methods: – Method of written and oral presentation / interpretation		
13.	Total available time	216	
14.	Distribution of available time	3+2+2	
15.	Forms of teaching / learning activities	15.1. lectures / theoretical - contact teaching, e-teaching	2
		15.2. theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1. Project tasks	hours
		16.2. Individual tasks	2 hours
		16.3. Home learning	2 hours
17.	Method of assessment		
	17.1.	Tests / oral exams	70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)	10 points
	17.3.	Activity and participation	20 points
18.	Assessment Criteria (points / score)	up 50 points	5 (five) (F)
		51 to 60 points	6 (six) (E)
		61 to 70 points	7 (seven) (D)
		71 to 80 points	8 (eight) (C)
		81 to 90 points	9 (nine) (B)

		91 to 100 points	10	(ten)	(A)
19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam			
20.	Language of teaching / study	Macedonian, English			
21.	Method of monitoring the quality of teaching	Self-evaluation			

22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Risto Fotov	Financial management	Faculty of Economics-Shtip	2010
	2.	James C. Van Horne, John M. Wachowicz, Jr	Fundamentals of Financial Management, 10th edition	Prentice Hall, New Jersey	1998
3.					
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	Arsov Saso	Financial management	Faculty of Economics - Skopje	2008
	2.	Ross, Stephen, R. Westerfield, J. Jaffe	Corporate Finance	McGraw-Hill Irwin,	1999
	3.				

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Advanced economics			
2.	Code	4EK200112			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / first	7.	Number of credits	6

8.	Professor (s)	PhD Krume Nikoloski		
9.	Requirements for enrollment the Course			
10.	Purposes of the curriculum (competencies): To show how in market conditions consumers maximize satisfaction and production companies optimize and maximize profits by acting in different market structures; Why economics is the science of choice and how do market economies sort out the central economic problem; What are the responsibilities of the government in regulating business domain and correcting market failure; How to define key macroeconomic aggregates: gross domestic product, inflation, unemployment, savings, investments, exchange rate, etc., which is their essence and + what are their links and interdependencies; understand core possibilities and limitations of key macroeconomic policies and the manner of their use in different phases of the economic cycle.			
11.	Content of the course program: Introduction to Economic Science; fundamental economic problems; Basic elements of supply and demand; Theory of consumer choice; basics of the theory of production; Cost analysis; market structures - perfect competition, monopoly, oligopoly; factors of production and markets down prices of capital, land and labor; Government and business - market failures and state economic regulation; Key macroeconomic concepts; gross domestic and gross national product; economic growth and productivity; economic cycle; consumption, savings and investment; Cash and banks; inflation and unemployment; Fiscal and monetary policy; international economics - international exchange of goods and production factors; balance of payments; exchange rate; Modern macroeconomic schools			
12.	Learning methods: – Method of written and oral presentation / interpretation			
13.	Total available time	156		
14.	Distribution of available time	2+2+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	
		16.2.	Individual tasks	1 hours
		16.3.	Home learning	2 hours
17.	Method of assessment			

	17.1.	Tests / oral exams	70 points		
	17.2.	Seminars (paper / project - presentation: written and/or oral)	10 points		
	17.3.	Activity and participation	20 points		
18.	Assessment Criteria (points / score)		up 50 points	5	(five) (F)
			51 to 60 points	6	(six) (E)
			61 to 70 points	7	(seven) (D)
			71 to 80 points	8	(eight) (C)
			81 to 90 points	9	(nine) (B)
			91 to 100 points	10	(ten) (A)
19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam			
20.	Language of teaching / study	Macedonian, English			
21.	Method of monitoring the quality of teaching	Self-evaluation			

22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Taki Fiti	Basic macroeconomics	Faculty of Economics, Skopje	2004
	2.	Taki Fiti	Basic microeconomics	Faculty of Economics, Skopje	2004
	3.				
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	Mankiw G.	Principles of Economics, Third Edition	Thomson South-Western, London	2004
	2.	Stiglitz J., Walsh C.	Economics, Third Edition	Norton & Company, New York	2002
	3.				

Annex No.3	Program of the Course - second cycle studies
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1.	Title of the Course	INFORMATION SYSTEM MANAGEMENT		
2.	Code	4EK200812		
3.	Study Program	MANAGEMENT FOR BUSINESS AND ADMINISTRATION - MBA		
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of economics Department of _____		
5.	Cycle (first, second and third cycle)	Second cycle		
6.	Academic year / semester	fifth/first	7. Number of credits	4
8.	Professor (s)	Ph.D. Riste Temjanovski, associate professor		
9.	Requirements for enrollment the Course	no		
10.	Purposes of the curriculum (competencies): <p>The purpose of the course is to help the students to understand the informational dimension of management in order to facilitate the process of acquisition, preservation and distribution of the information within the business organizations. During the process, students will learn about the basics of system analysis and systematic approach, the theory of information and information systems. Also, they will understand the internal organization of knowledge and communication in contemporary enterprises and their appropriate use for improvement of the management's efficiency.</p> <p>Ultimately, students will be able to work in teams with operating abilities for the purpose of function, use and improvement of contemporary information systems, based on application of information technology.</p>			
11.	Content of the course program: <ul style="list-style-type: none"> • The informational revolution (Intangible resources – the foundation of the information society) • System design (Systematic thinking and systematic approach) • System analysis • Information (Definition concepts of information, semantic rules, transfer of information, quality of information) • Information systems (The human being as an information system, information systems in business organizations) • Information systems and the organization (Organization of communication process of information) • Information system management (Entropy, information, management, information systems at different management levels, the informational dimension in the process of management, optimal management) • Economics of the information systems • Strategy elements for building and development of information systems • Design of new information systems 			

12.	Learning methods: -Oral and writhing examination			
13.	Total available time		120 hours	
14.	Distribution of available time		2+1+1 per week	
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other activities	16.1.	Project tasks	1 hour
		16.2.	Individual tasks	
		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam		60% success achievement on partial and final exams	
20.	Language of teaching / study		Macedonian, English	
21.	Method of monitoring the quality of teaching		Self-evaluation	

22.	Literature				
	22.1.	Required literature			
		No.	Author	Title	Publisher
1.		Gjorgijovski Blagoja	Management	Faculty of	1998

				Information Systems	Economics, Skopje	
		2.				
		3.				
22.2.	Additional literature					
	No.	Author	Title	Publisher	Year	
	1.	C. Laudon, Kenneth; P. Laudon, Jane	Management Information Systems,	Prentice Hall, New York	2006	
	2.					
	3.					

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Money and Banking			
2.	Code	4EK200912			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / first	7.	Number of credits	4
8.	Professor (s)	PhD Risto Fotov / PhD Krste Sajnovski			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): With the study of contemporary conceptions money postgraduate students will deepen their prior knowledge and understanding of the role of money and credit in the economic development of the national economies and in international relations. The aim is to understand the different concepts (monetarist, Keynesian, complex, basic) arising from different understandings of the phenomenon of money in the process of their dematerialization (from commodity money to paper and electronic money); that the form does not change their essence; understand the reasons for the emergence of different conceptions of money, in the context of the time in which they emerge and problems that should be solved with their application. Interest for the study comes from the controversy about their effectiveness in overcoming the worst global financial and economic crisis since World War II.				
11.	Content of the course program:				

	<ul style="list-style-type: none"> - Money supply and macroeconomic liquidity - Analysis of the Money Market - Strategic monetary theories - Inflation and disinflation - Monetary conceptions - Instruments of monetary and credit policy 			
12.	Learning methods: <ul style="list-style-type: none"> - Method of written and oral presentation / interpretation 			
13.	Total available time	120		
14.	Distribution of available time	2+1+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	hours
		16.2.	Individual tasks	1 hours
		16.3.	Home learning	1 hours
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature
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		Required literature				
		No.	Author	Title	Publisher	Year
22.1.	1.		Milutin Cirovic	Monetary economy	Beograd,	1998
	2.		Aleksandar Zivkovic, d-r Gradimir Kozetinac,	Monetary economy	Ekonomski fakultet Belgrad, 2008	2008
	3.					
		Additional literature				
		No.	Author	Title	Publisher	Year
22.2.	1.		Mishkin S. Frederic,	The Economics of Money, Banking and Financial Markets”,	Scott, Foresmen and Company, Glenview, Illinois	
	2.		Jesus Huerta de Soto	Money. Bank credit and Economic Cycles’,	Ludwig von Mises Institut,, Auburn, Alabama	
	3.					

Annex No.3		Program of the Course - first/second/third cycle studies				
1.	Title of the Course	Strategic marketing				
2.	Code	4EK200712				
3.	Study Program	MBA Management 3+2				
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management				
5.	Cycle (first, second and third cycle)	Second cycle				
6.	Academic year / semester	Fourth / first	7.	Number of credits	4	
8.	Professor (s)	PhD Trajko Miceski / PhD Margarita Matlievska				
9.	Requirements for enrollment the Course					
10.	Purposes of the curriculum (competencies):					

	The basic tenets of this course is to familiarize students with knowledge of the marketing environment and marketing strategy in different stages of the product life cycle.			
11.	Content of the course program: Concept of product life cycle, marketing strategies in the stage of introduction, marketing strategies in the phase of growth, marketing strategies in the stage of maturity, marketing strategies in the phase-out, then the marketing strategy depending on the market position of the company (marketing strategy leaders, the strategy of market challengers, market followers strategy strategy) and marketing strategy in terms of product shortages, inflation and recession, marketing-strategy for global market (estimate international marketing environment, deciding whether to be exported, deciding which markets, deciding how to enter the market, deciding on marketing program decisions for the organization of marketing). Decision-making process for the product, pricing, marketing channels, retail and wholesale and promotion and economic propaganda.			
12.	Learning methods: – Method of written and oral presentation / interpretation			
13.	Total available time	120		
14.	Distribution of available time	2+1+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	hours
		16.2.	Individual tasks	1 hours
		16.3.	Home learning	1 hours
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)

		91 to 100 points	10 (ten)	(A)
19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature				
	Required literature				
	No.	Author	Title	Publisher	Year
22.1.	1.	Jakovski B. Risteska - Jovanovska S.	"Strategic Marketing"	Skopje	2003
	2.	Petreska L. Blazeska R.	"Strategic Marketing",	EURM, Skopje,	2009
	3.	Miceski T.	"Strategic Marketing"	UGD, Faculty of Economics	2012
	Additional literature				
	No.	Author	Title	Publisher	Year
22.2.	1.	Dess, G. et Al	Strategic Management	Creating Competitive Advantages,	2007
	2.	Charles, H., Gareth, J.	Strategic Management Theory	An Integrated Approach,	2006
	3.				

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Management of costs			
2.	Code	4EK202712			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / first	7.	Number of credits	4
8.	Professor (s)	PhD Trajko Miceski / PhD Aleksandar Kostadinovski			
9.	Requirements for enrollment				

	the Course			
10.	Purposes of the curriculum (competencies): The subject discipline has the inner workings of the company in its focus. It is a calculation of costs and calculation of cost performances. Such a process incorporates a number of principles, methods, and procedures of determining costs and data for further use in the process of preparing financial statements, business decision making, periodic scheduling, cost control and results.			
11.	Content of the course program: Cost accounting within the accounting system; Costs and their division; Cost analysis, the volume of production and realization; accounting procedures cost coverage (individual manufacturing, process manufacturing); accounting planning and control costs; Standard costs and other measures; Forms of cost allocation; Introduction to accounting activities.			
12.	Learning methods: – Method of written and oral presentation / interpretation			
13.	Total available time	120		
14.	Distribution of available time	2+1+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	hours
		16.2.	Individual tasks	1 hours
		16.3.	Home learning	1 hours
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)

19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam
20.	Language of teaching / study	Macedonian, English
21.	Method of monitoring the quality of teaching	Self-evaluation

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	Markovski, Slobodan	Cost of Business Intelligence	Science book, Belgrade	2001
		2.	M. Galogaža:	Management of costs (costs theory),	Novi Sad	2005
	3.					
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Horngren, Charles T., Srikant M. Datar, George M. Foster	Cost Accounting, 12th edition	Prentice Hall, New York,	2008
		2.	Barfield, Raiborn, Kinney	Cost Accounting- traditions and innovations	South- Western College Publishing	2008
3.						

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Organizational behavior			
2.	Code	4EK201012			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / second	7.	Number of credits	8
8.	Professor (s)	PhD Trajko Miceski / PhD Violeta Madzova			
9.	Requirements for enrollment the Course	Basics of marketing			

10.	Purposes of the curriculum (competencies):			
	The aim of this course is to help students in understanding the behavior of the people in the today's complex organizations. The syllabus of this course mainly focuses its attention to the following questions: the man as an individual, motivation, groups and behavior of groups, leadership theories, authority, power, politics, culture and organizational changes			
11.	Content of the course program:			
	Introduction; Organizational behavior in a global context, Behavior of the individual; Organizational behaviour and the organization; Groups in the organization; Motivation; Power, The individual and the organization; Leadership; The nature of the organizational behavior.			
12.	Learning methods:			
	– Method of written and oral presentation / interpretation			
13.	Total available time	216		
14.	Distribution of available time	3+2+2		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	3
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	hours
		16.2.	Individual tasks	2 hours
		16.3.	Home learning	2 hours
17.	Method of assessment			
	17.1.	Tests / oral exams	70 points	
	17.2.	Seminars (paper / project - presentation: written and/or oral)	10 points	
	17.3.	Activity and participation	20 points	
18.	Assessment Criteria (points / score)	up 50 points	5 (five) (F)	
		51 to 60 points	6 (six) (E)	
		61 to 70 points	7 (seven) (D)	
		71 to 80 points	8 (eight) (C)	
		81 to 90 points	9 (nine) (B)	
		91 to 100 points	10 (ten) (A)	
19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam		

20.	Language of teaching / study	Macedonian, English
21.	Method of monitoring the quality of teaching	Self-evaluation

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	Ljubomir Drakulevski	Leadership-base for effective strategic management	Faculty of Economics, Skopje	1999
		2.				
	3.					
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Kinicki, Angelo, Robert Kreitner	Organizational Behavior, key concepts, skills & best practices	McGraw-Hill, Irwin, Hightstown	2006
		2.	Roobbins, Stephen P.	Bitni elementi organizacsikog ponasanja	MATE, Zagreb	1995
3.						

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Small Business Management			
2.	Code	4EK200512			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / second	7.	Number of credits	8
8.	Professor (s)	PhD Risto Fotov			
9.	Requirements for enrollment				

	the Course			
10.	Purposes of the curriculum (competencies): The intent of the course is to assist students in understanding the meaning and essence, functioning and organization of small enterprises in the economy. In those frames our aim is to indicate the fundamental differences between small and large enterprises in one country's economy. Among this, the following topics deserve special attention: approaches to starting a small enterprise, application of planning in small enterprises, the basic forms of organization of small enterprises, successes and failures of small business, social responsibility and ethics, as well as small businesses and entrepreneurship.			
11.	Content of the course program: Small business and economics, Approaches of starting a small enterprise, Small enterprise planning; Organization of small enterprise; Successes and failures of small business; Social responsibility; Ethics and small businesses; Entrepreneurship and small enterprises.			
12.	Learning methods: – Method of written and oral presentation / interpretation			
13.	Total available time	216		
14.	Distribution of available time	3+2+2		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	3
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of activities	16.1.	Project tasks	hours
		16.2.	Individual tasks	2 hours
		16.3.	Home learning	2 hours
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)

		91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Achieved success from 60% from the three colloquies or the written exam	
20.	Language of teaching / study	Macedonian, English	
21.	Method of monitoring the quality of teaching	Self-evaluation	

22.	Literature				
22.1.	Required literature				
	No.	Author	Title	Publisher	Year
	1.	Suklev Bobek	Small business Management, Third edition	Faculty of Economy, Skopje	2003
	2.	Thomas W.Zimmerer, Norman M.Scarborough	Essentials of entrepreneurship and small business management, fourth edition	Pearson-Prentice Hall, Inc., Upper Saddle River, New Jersey	2005
	3.				
22.2.	Additional literature				
	No.	Author	Title	Publisher	Year
	1.	Suklev Bobek	Management, Fifth edition,	Faculty of Economy, Skopje	2008
	2.	John R. Schermerhorn, Jr.	Management, 9-th edition	John Willey & Sons, Inc.	2008
	3.				

Annex No.3	Program of the Course - first/second/third cycle studies
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1.	Title of the Course	Strategic management			
2.	Code	4EK200612			
3.	Study Program	MBA Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / second	7.	Number of credits	6
8.	Professor (s)	PhD Trajko Miceski / PhD Margarita Matlievska			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies): The subject is conceptualized to enable students evaluation and application of key elements of strategic analysis, choosing the right strategy within a flexible plan, and to stimulate thinking about the problems associated with implementation of formulated strategy.				
11.	Content of the course program: The nature of strategic management, managers and strategic management; Assess the external environment, internal environment assessment, strategy formulation, analysis and choice of strategy, execution of strategy, assessment and control strategy, technology and strategy, Strategic management and small business; International strategic management				
12.	Learning methods: – Method of written and oral presentation / interpretation				
13.	Total available time	156			
14.	Distribution of available time	2+2+1			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work		
16.	Other forms of activities	16.1.	Project tasks	hours	
		16.2.	Individual tasks	1 hours	

		16.3.	Home learning	2 hours
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam		Achieved success from 60% from the three colloquies or the written exam	
20.	Language of teaching / study		Macedonian, English	
21.	Method of monitoring the quality of teaching		Self-evaluation	

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	Year
		1.	B. Suklev; Lj. Drakulevski	Strategic Management	Faculty of Economics, Skopje	2001
		2.				
		3.				
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	W. Hill, Charles; R. Jones, Gereth	Strategic Management, An Integrated Approach	Houghton Mifflin Company, Boston	2004
		2.	M. Grant, Robert	Contemporary Strategic Analysis	Blackwell Publishing, Malden, MA	2005
		3.				

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Entrepreneurship			
2.	Code	4EK201212			
3.	Study Program	MBA-Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	second/ fourth	7.	Number of credits	4
8.	Professor (s)	Professor PhD Risto Fotov			
9.	Requirements for enrollment the Course	Management			
10.	Purposes of the curriculum (competencies): Goals of the lectures are to enable students gain knowledge and develop skills needed for effective organizing, development, creation and management of their own business. This concept means marketing, financing, management and introduction of the juristic requests for owning and operating a small corporation.				
11.	Content of the course program: Entrepreneurship- present and past, identification of business possibility and setting goals, communication skills and problem solving skills, entrepreneurs and market economy , types of ownership, development of business plan, identification of the market needs, financing and Insurance of the business, setting marketing goals, Financial management, usage of technologies, juristic, ethical and social responsibility in the business, computer applications.				
12.	Learning methods: Method of oral and method of written interpretation				
13.	Total available time	120			
14.	Distribution of available time	2+1+1			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work		
16.	Other forms of activities	16.1.	Project tasks	1	
		16.2.	Individual tasks		
		16.3.	Home learning	1	
17.	Method of assessment				

	17.1.	Tests / oral exams	70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)	10 points
	17.3.	Activity and participation	20 points
18.	Assessment Criteria (points / score)		
		up 50 points	5 (five) (F)
		51 to 60 points	6 (six) (E)
		61 to 70 points	7 (seven) (D)
		71 to 80 points	8 (eight) (C)
		81 to 90 points	9 (nine) (B)
		91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam		Achieved success from 60% from the three colloquies or the written exam
20.	Language of teaching / study		Macedonian
21.	Method of monitoring the quality of teaching		Self-evaluation

22.	Literature				
	Required literature				
	No.	Author	Title	Publisher	Year
22.1.	1.	Allen, Kathleen and Meyer, Earl.	Entrepreneurship & Small Business Management Workbook.(First Edition).	Glencoe/McGraw-Hill: Woodland Hills, CA.	2006
		Fotov R.	Entrepreneurship, Intern Script,	UGD, Faculty of Economics – Shtip,	2011, e-form
	Additional Literature				
	No.	Author	Title	Publisher	Year
22.2.	1.	Glencoe	Business Plan Project Workbook. (First Edition).	Alencoe/McGraw-Hill: Woodland Hills,CA.	2006
	2.	Applied Education Systems.	Introduction to Business. (Version A).	Applied Educational Systems:Lititz , PA.	2008

Annex No.3		Program of the Course - first/second/third cycle studies
1.	Title of the Course	E-business
2.	Code	4EK204412
3.	Study Program	MBA-Management 3+2
4.	Organizer of the study program (unit or institute,	University Goce Delcev-Stip Faculty of economics

	Faculty, department)				
5.	Cycle (first, second and third cycle)	II cycle of studies			
6.	Academic year / semester	Fourth/Second	7.	Number of credits	4
8.	Professor (s)	Prof.d-r Riste Temjanovski			
9.	Requirements for enrollment the Course	/			
10.	Purposes of the curriculum (competencies): The main goals of the study matter is to get knowledge with meaning, usage, application and security in e-business operations.				
11.	Content of the course program: In contemporary economic science study of e-business becomes necessary and imperative in contemporary work. The purpose of the program is available in a clear and acceptable way to meet the needs, models, application and protection of electronic business. Here are the basic models of electronic commerce, electronic banking, e-business infrastructure and so on. Electronic business or short e-business aims to expand the powers of an organizational unit in the development of innovative information and communication technologies within the organization and beyond, through full interaction with their partners and clients. This process should be considered only as simply the inclusion of modern technological advances to make these changes in the organizational unit. In order to successfully facilitate the management of e-business, are necessary broad spiritual values in marketing and sales, through the development of new products and services, manufacturing and logistic input and output procedures. Organizations also need change management processes and seeking new technologies through the support of traditional activities such as management of human resources. Such an approach business includes attitudes and opinions, how electronic communications could be used to enhance all aspects of managing the supply chain. It also involves optimizing the organizational value chain, i.e. the correlation between party shall supply a company with the resources page claimants of goods and services.				
12.	Learning methods: Oral and writing method of presentation				
13.	Total available time	120			
14.	Distribution of available time	2+1+1			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	1	
16.	Other forms of teaching activities	16.1.	Project tasks	1	
		16.2.	Individual tasks		
		16.3.	Home learning	1	

17.	Method of assessment		
	17.1.	Tests / oral exams	70 scores
	17.2.	Seminars (paper / project - presentation: written and/or oral)	10 scores
	17.3.	Activity and participation	20 scores
18.	Assessment Criteria (points / score)	up 50 points	5 (five) (F)
		51 to 60 points	6 (six) (E)
		61 to 70 points	7 (seven) (D)
		71 to 80 points	8 (eight) (C)
		81 to 90 points	9 (nine) (B)
		91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Success of 60% of the colloquiums and the final exam	
20.	Language of teaching / study	Macedonian, English	
21.	Method of monitoring the quality of teaching	Self-evaluation	

22.	Literature					
	22.1.	Required literature				
		Ordinal number	Author	Title	Publisher	year
		1.	Riste Temjanovski	E-business	UGD	2012
		2.	Kenet L. Laudon, Carol Gersio Traver	E-commerce	Ars Lamina	2010
		3.				
	22.2.	Additional literature				
		Ordinal number	Author	Title	Publisher	Year
		1.	Uros Tamara	E-commerce	BPS	2005
		2.	Bjelic Predrag	E-commerce	Institut za medjunarodnu privredu	2000
		3.				

Annex No.3		Program of the Course - first/second/third cycle studies
1.	Title of the Course	PROMOTION
2.	Code	4EK201112
3.	Study Program	MBA-MANAGEMENT 3+2
4.	Organizer of the study	University of Goce Delcev-Stip

	program (unit or institute, Faculty, department)	Faculty of economics		
5.	Cycle (first, second and third cycle)	II cycle of studies		
6.	Academic year / semester	Fourth/Second	7. Number of credits	4
8.	Professor (s)	Prof.d-r Riste Temjanovski / Assistant Professor PhD Margarita Matlievska		
9.	Requirements for enrollment the Course			
10.	Purposes of the curriculum (competencies): The basic postulates of this course is to familiarize students with the meaning, use and implement of promotion as one of the elements of the marketing mix.			
11.	Content of the course program: In contemporary economic science, learning promotion becomes a necessity and imperative in modern operations. The goal of the program is to clear accessible and acceptable way to know the needs and the application of this element of the marketing mix through the study of the process of marketing communication, forms of promotional activities or individual specifics of economic propaganda, personal selling, sales promotion and publicity and public relations			
12.	Learning methods: Oral and writing method of presentation			
13.	Total available time	120		
14.	Distribution of available time	2+1+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 часа
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of teaching activities	16.1.	Project tasks	1 час
		16.2.	Individual tasks	
		16.3.	Home learning	1 час
17.	Method of assessment			
	17.1.	Tests / oral exams		70 бодови
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 бодови
	17.3.	Activity and participation		20 бодови
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)

		91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Success of 60% of the colloquiums and the final exam	
20.	Language of teaching / study	Macedonian	
21.	Method of monitoring the quality of teaching	Self-evaluation	

22.	Literature				
	Required literature				
	No.	Author	Title	Publisher	year
22.1.	1.	Bosko, Jakovski, Anita, Ciunova-Suleska	Marketing Management, University textbook	Faculty of economics, Skopje	2004
	2.	Kotler, Philip	Marketing Management	Prentice Hall, Inc., USA	2003
	3.				
	Additional literature				
	No.	Author	Title	Publisher	year
22.2.	1.	Winer S. Russell	Marketing Management	Prentice Hall, Inc., USA	2004
	2.	Philip Kotler, Gary Armstrong, Jon Saunders, Veronica Wong	"Principles of Marketing", 3 rd European Edition	Pearson Education	2003
	3.				

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Theory of decision			
2.	Code	4EK204512			
3.	Study Program	MBA-Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	Faculty of economics University of Goce Delcev-Stip			
5.	Cycle (first, second and third cycle)	II cycle of studies			
6.	Academic year / semester	Fourth/Second	7.	Number of credits	4
8.	Professor (s)	Prof d-r Riste Temjanovski/ Assistant Professor PhD Violeta Madzova			
9.	Requirements for enrollment the Course				
10.	Purposes of the curriculum (competencies):	The purpose of this course is to familiarize students with quantitative tools that are mostly			

	used in business. For example, models of theory-making and the decision tree will show us useful information for business situations with numerous alternative decisions, each with a given probability and monetary value that is associated with a particular outcome. Through multiple regression prediction and students will be able to make projections for future sales of certain goods or future use of the goods or services.			
11.	Content of the course program: Introduction to the theory of decision making, wood relevance, prediction, Excel and multiple regression, controlling inventory (list of goods), models for linear programming, transportacija and transmission, poreduvanje theory, application of models for linear programming.			
12.	Learning methods: : Oral and writing method of presentation			
13.	Total available time	120		
14.	Distribution of available time	2+1+1		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of teaching activities	16.1.	Project tasks	1
		16.2.	Individual tasks	
		16.3.	Home learning	1
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam	Success of 60% of the colloquiums and the final exam		
20.	Language of teaching / study	Macedonian		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature	
	22.1.	Required literature

		No.	Author	Title	Publisher	year
		1.	Russell and Taylor	Operations Management	Wiley	2003
		2.	Austin and Burns	Management Science: An Aid for Managerial Decision-Making	Macmillan	1985
		3.				
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Gorgijoski B.	Theory of decision	EF	2003
		2.	Welch, David A	Decisions, Decisions: The art of Effective Decision Making	Prometheus books, New York	2001
		3.				

Annex No.3		Program of the Course - first/second/third cycle studies				
1.	Title of the Course	Human Resource Management				
2.	Code	4EK200412				
3.	Study Program	MBA – Management 3+2				
4.	Organizer of the study program (unit or institute, Faculty, department)	Economic Faculty				
5.	Cycle (first, second and third cycle)	II cycle of studies				
6.	Academic year / semester	Fifth / III semester	7.	Number of credits	8	
8.	Professor (s)	Prof. D-r Trajko Mlceski/ Assistant Professor PhD Margarita Matlievska				
9.	Requirements for enrollment the Course					
10.	Purposes of the curriculum (competencies): The study of the subject matter allows students to become familiar with the complex issue of human resources, understood as a process of executing a series of activities and functions and the most important resources in the organization to be used in the most effective and efficient manner.					
11.	Content of the course program: Fundamentals of human resources management, Strategic management of human Resources, introduction to the development of human resources, job analysis, human resource planning, recruiting potential candidates, selection of candidates, staff training, employee performance evaluation, employee development, systems of earnings, stress and understanding of stress management.					
12.	Learning methods: Oral and writing method of presentation					
13.	Total available time	216				

14.	Distribution of available time		3+2+2	
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	3
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of teaching activities	16.1.	Project tasks	2
		16.2.	Individual tasks	
		16.3.	Home learning	2
17.	Method of assessment			
	17.1.	Tests / oral exams		70 scores
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 scores
	17.3.	Activity and participation		20 scores
18.	Assessment Criteria (points / score)	under 50 scores		5 (five) (F)
		from 51 to 60scores		6 (six) (E)
		from 61 to70 scores		7 (seven) (D)
		from 71 to 80 scores		8 (eight) (C)
		from 81 to 90 scores		9 (nine) (B)
		from 91 to 100scores		10 (ten) (A)
19.	Signature requirement and passing the final exam	Success of 60% of the colloquiums and the final exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	year
		1.	Robert L. Mathis John H Jackson	Human Resources Management	Project of the Macedonian government on the translation of 500 famous books	2011
		2.	Snell Bolander	Managing human resources	Project of the Macedonian government on the translation of 500 famous books	2011
3.		Bojadzioski Dimitar, Eftimov LJupco	Menadzment na covecki resursi, vtoro	Faculty of Economics-	2010	

				izdanie	Skopje	
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Gary Dessler	Human Resource Management, 11th edition,	Prentice Hall-Florida	2008
		2.				
		3.				

Annex No.3		Program of the Course - first/second/third cycle studies				
1.	Title of the Course	Statistics for business				
2.	Code	4EK201312				
3.	Study Program	MBA-Management 3+2				
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics				
5.	Cycle (first, second and third cycle)	II cycle of studies				
6.	Academic year / semester	Fifth year/ III term	7.	Number of credits	8	
8.	Professor (s)	Full professor Trajko Miceski				
9.	Requirements for enrollment the Course	/				
10.	Purposes of the curriculum (competencies): The subject enables understanding of the basic of statistical analysis. The aim of the course is to qualify the students to use the basic statistical methods while solving business problems. With the application of the statistical methodology the students will be able to discover, perceive and explain the regularities and the relations among statistical and economic appearances and phenomenon.					
11.	Content of the course program: The course will cover the following topics: Introduction in Statistics, Descriptive statistics; Random variable and probability distributions, Statistical sampling, Statistical estimation, Hypothesis and testing of statistical hypothesis, Analysis of variance, Chi square test, Simple linear regression and correlation, Multiple linear regression and correlation, Indexes, Analysis of time series.					
12.	Learning methods: Oral and writing method of presentation					
13.	Total available time	216				
14.	Distribution of available time	3+2+2				
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching,	3 hours		

			e-teaching	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	
16.	Other forms of teaching activities	16.1.	Project tasks	2 hours
		16.2.	Individual tasks	
		16.3.	Home learning	2 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 scores
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 scores
	17.3.	Activity and participation		20 scores
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam	Success of 60% of the colloquiums and the final exam		
20.	Language of teaching / study	Macedonian		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	year
		1.	Gligor Poposki, Vasilka Poposka Trenevska	Statistics	UKLO, Bitola	2001
		2.	Pol Newbold, Viliam L. Carlson, Betty Torn	Statistics for business and economics (translate from English language Vesna Bucevska)	MAGOR, Skopje	2010
	3.					
	22.2.	Additional literature				
		No.	Author	Title	Publisher	year
		1.				
		2.				
3.						

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	Analysis of financial statements			
2.	Code	4EK201412			
3.	Study Program	MBA-Management 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delceva Faculty of Economics			
5.	Cycle (first, second and third cycle)	II cycle of studies			
6.	Academic year / semester	Fifth / III	7.	Number of credits	8
8.	Professor (s)	Professor PhD Risto Fotov / Assistant professor Olivera Gjorgieva-Trajkovska			
9.	Requirements for enrollment the Course	/			
10.	Purposes of the curriculum (competencies): The course is to assist students in understanding the meaning of the analysis of financial statements of enterprises, and its importance for the management and owners, on the one hand, and for creditors and other external users, on the other side. Students will be able to collect, process and use data analysis, able to calculate and interpret various financial ratios (for liquidity, profitability, solvency), and to use results obtained from the analysis for making business decisions.				
11.	Content of the course program: Introduction to the analysis; Data sources for analytical examination and their expression; Methods of analysis; Types of analysis; Analysis of Financial Statements; Introduction to financial statements and other forms of financial reporting; Balance Sheet; Income Statement; Statement of cash flows; Analysis of financial statements in terms of inflation; Analysis of financial statements for specific industries; Analysis of operation of enterprises; Analysis of organizational and economic situation of the enterprise; Analysis of operations phased-functions.				
12.	Learning methods: Oral and writing method of presentation				
13.	Total available time	216			
14.	Distribution of available time	3+2+2			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	3	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work		

16.	Other forms of teaching activities	16.1.	Project tasks	2
		16.2.	Individual tasks	
		16.3.	Home learning	2
17.	Method of assessment			
	17.1.	Tests / oral exams		70 scores
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 scores
	17.3.	Activity and participation		20 scores
18.	Assessment Criteria (points / score)	up 50 points		5 (five) (F)
		51 to 60 points		6 (six) (E)
		61 to 70 points		7 (seven) (D)
		71 to 80 points		8 (eight) (C)
		81 to 90 points		9 (nine) (B)
		91 to 100 points		10 (ten) (A)
19.	Signature requirement and passing the final exam	Success of 60% of the colloquiums and the final exam		
20.	Language of teaching / study	Macedonian		
21.	Method of monitoring the quality of teaching	Self-evaluation		

22.	Literature					
	22.1.	Required literature				
		No.	Author	Title	Publisher	year
		1.	Fridson, Martin and Alvarez, Fernando	Financial statement analysis – a practitioner's guide	John Wiley & Sons, New York,	2002
		2.	Tracy, John A.:	How to read a financial report : wringing vital signs out of the numbers, 5th ed,	John Wiley & Sons Inc, New York,	1999
	3.					
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Epstein, B.J, Jermakowicz, E.K.:	Interpretation and Application of International Financial Reporting Standards	John Wiley & Sons, Inc., Hoboken, New Jersey,	2010
		2.	Saso Arsov	Financial Management	Faculty of Economics, Skopje	2008
		3.				

Annex No.3		Program of the Course - first/second/third cycle studies			
1.	Title of the Course	APPLIED DATA ANALYSIS			
2.	Code	UGD202312			
3.	Study Program	All second cycle study programs at "Goce Delcev" University – Stip			
4.	Organizer of the study program (unit or institute, Faculty, department)	All units of the University			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	2012/2013/ I	7.	Number of credits	4
8.	Professor (s)	Ph.D. Tatjana Atanasova – Pacemska, professor			
9.	Requirements for enrollment the Course	no			
10.	Students will be trained for planning and achieving different applied research tasks, as well as to use the results to solve practical problems and make decisions. Also, they will learn how to use the program package SPSS (or any other program depending on the need for the research process) designed for applied data analysis based on the methods of mathematical statistics. During the courses, students will gain the necessary skills and all the basic knowledge to analyze and interpret the results from the research process, making them capable for successful realization of the master exam.				
11.	Content of the course program: <ul style="list-style-type: none"> • The common (theoretical) versus the applied research (definition, goals, methods of realization, the process of examination) • Statistics – data collection, grouping and presentation • Random variables, different types of random variables • Statistic examples and distributions • Applied data analysis • Descriptive statistics • Hypothesis testing – parametric and nonparametric tests • Linear and nonlinear regression • Variance analysis (ANOVA) • Experiment design • Case study (examples in SPSS programs, Excel, mathematic according to the specific needs of different scientific fields) 				
12.	Learning methods: - lectures, presentations, discussions, consultations, seminar works				

13.	Total available time		120 hours		
14.	Distribution of available time		2+1+1 per week		
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work	1 hour	
16.	Други форми на активности	16.1.	Project tasks	1 hour	
		16.2.	Individual tasks		
		16.3.	Home learning		
17.	Method of assessment				
	17.1.	Tests / oral exams			30 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)			50 points
	17.3.	Activity and participation			20 points
18.	Assessment Criteria (points / score)		up 50 points	5	(five) (F)
			51 to 60 points	6	(six) (E)
			61 to 70 points	7	(seven) (D)
			71 to 80 points	8	(eight) (C)
			81 to 90 points	9	(nine) (B)
			91 to 100 points	10	(ten) (A)
19.	Signature requirement and passing the final exam		60% success achievement from the pre-exam activities (minimum total 42 points from partial exams, lectures, practical classes and seminar works)		
20.	Language of teaching / study		Macedonian		
21.	Method of monitoring the quality of teaching		Self-evaluation and external evaluation		

22.	Literature				
	Required literature				
	No.	Author	Title	Publisher	Year
22.1.	1.	Forthofer, R.N., Lee, E.S.	Introduction to Biostatistics: A Guide to Design, Analysis and Discovery	Academic Press, London	1995

		2.	Soldic – Aleksic J.	Applied data analysis	Faculty of economics – Belgrade	2011
		3.	Newbold. P., Carlson L.B., Thorn B.	Statistics for business and economics		2010
		Additional literature				
	22.2.	No.	Author	Title	Publisher	Year
		1.	Montgomery, D.C.	Design and Analysis of Experiments	John Wiley and Sons Inc., New York	2001
2.						
		3.				

Annex No.3		Program of the Course - second cycle studies			
1.	Title of the Course	RESEARCH METHODOLOGY			
2.	Code	UGD203212			
3.	Study Program	MBA 3+2			
4.	Organizer of the study program (unit or institute, Faculty, department)	University Goce Delcev Faculty of Economics Department of _____			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	fifth/first	7.	Number of credits	4
8.	Professor (s)	Ph.D. Riste Temjanovski, associate professor			
9.	Requirements for enrollment the Course	no			
10.	Purposes of the curriculum (competencies): -				
11.	Content of the course program: -				
12.	Learning methods: -Oral and writhing examination				
13.	Total available time	120 hours			
14.	Distribution of available time	2+1+1 per week			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical - contact teaching, e-teaching	2 hours	
		15.2.	theoretical and practical exercises, e-exams, preparation of independent seminar work		
16.	Други форми на активности	16.1.	Project tasks	1 hour	
		16.2.	Individual tasks		

		16.3.	Home learning	1 hour
17.	Method of assessment			
	17.1.	Tests / oral exams		70 points
	17.2.	Seminars (paper / project - presentation: written and/or oral)		10 points
	17.3.	Activity and participation		20 points
18.	Assessment Criteria (points / score)		up 50 points	5 (five) (F)
			51 to 60 points	6 (six) (E)
			61 to 70 points	7 (seven) (D)
			71 to 80 points	8 (eight) (C)
			81 to 90 points	9 (nine) (B)
			91 to 100 points	10 (ten) (A)
19.	Signature requirement and passing the final exam		60% success achievement on partial and final exams	
20.	Language of teaching / study		Macedonian, English	
21.	Method of monitoring the quality of teaching		Self-evaluation	

22.	Literature				
	Required literature				
	No.	Author	Title	Publisher	Year
22.1.	1.	B. Krstev	Research methodology	UGD-skript	
	2.	C. Mojanovski	Research methodology	UKIM-learning book	
	3.				
	Additional literature				
	No.	Author	Title	Publisher	Year
22.2.	1.				
	2.				
	3.				