



EUROPEAN UNIVERSITY

FACULTY OF ECONOMICS

**STUDY PROGRAM – BUSINESS MANAGEMENT
(GRADUTE STUDIES)**

SECOND CYCLE OF STUDIES (4+1)

Course program

The Study program in Economics for Second cycle of studies at the Faculty of Economics – Business Management encompasses:

- Mandatory courses (up to 60% of the courses),
- Elective courses from the Faculty (in the range of 30% of courses), and
- Elective courses from other faculties of the University (in range of 10% of courses).

This kind of Study program provides a balanced combination of basic knowledge and at the same time a wider vocational training. In this way, students will be encouraged to develop creative and inventive procedures for solving problems related to data and information collection, and procedures in the field of Business Management. Upon completion of the studies, the student obtains the title **Master in Business Management**.

The student acquires 60 ECTS credits.

Study Program: Business Management
(One-year studies at the Second cycle of studies)

No.	Code	Course	Total number of classes		Weekly number of classes		ECTS	Workload
			Lectures	Exercises	Lectures	Exercises		
1st Semester								
1	ME 511	Theory of decision making	45	30	3	2	7	210
2	ME 512	Management of human potential	45	30	3	2	7	210
3	ME 513	Corporate Governance	45	30	3	2	7	210
<i>Two elective faculty courses</i>								
4	*	Elective faculty courses (List No.1)	35	30	3	2	6	180
5	**	Elective university courses (List No.5)	15	15	1	1	3	90
2st Semester								
1	ME 521	Organizational Behavior	45	30	3	2	7	210
2	ME 522	Management and Motivation	45	30	3	2	7	210
<i>One elective faculty course (List No.1)</i>								
3	*	Elective faculty courses (List No.1)	35	30	3	2	6	180
		Application, preparation and defense of Master's Thesis	15	15	1	1	10	300
Total							60	1800

Elective faculty courses (List No.1)

No.	Code	Course
1st Semester		
1.	ME 514	International Management
2.	ME 515	Management of Small Business
3.	MR 511	Marketing Management
4.	MR 512	Marketing Management of Small Entrepreneurship
2st Semester		
5.	ME 523	Entrepreneurship
6.	ME 524	Leadership
7.	MP 521	Globalization
8.	MR 521	Entrepreneurial marketing management

List of optional university courses (List N ° 2)

Elective course from the University		
1.	Business Ethics	Elective course to the units of EURM
2.	English Language	Elective course to the units of EURM
3.	Business Planning	Elective course to the units of EURM
4.	Financial Management	Elective course to the units of EURM
5.	Special Physical Education	Elective course to the units of EURM
6.	Economics and Crime	Elective course to the units of EURM
7.	Protection of Secret Data	Elective course to the units of EURM
8.	International Relations and Diplomacy	Elective course to the units of EURM
9.	Multimedia	Elective course to the units of EURM
10.	Internet Technologies	Elective course to the units of EURM
11.	Information Technology	Elective course to the units of EURM
12.	Photography	Elective course to the units of EURM
13.	Modeling	Elective course to the units of EURM
14.	Drawing	Elective course to the units of EURM
15.	Visual Communications	Elective course to the units of EURM
16.	Ergonomics	Elective course to the units of EURM
17.	Preventive dentistry	Elective course to the units of EURM
18.	Oral Hygiene	Elective course to the units of EURM

**NINTH SEMESTAR
OBLIGATORY COURSES**

1.	Course name	Theory of Decision Making		
2.	Course code	ME511		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS
				7
8.	Pre-requisites	Principles of economy and management		
9.	<p>Course goals: The purpose of this course is to prepare students to effectively make decisions and solve problems as a vital part of the daily work of every manager. The intent of this course is to improve student's skills for decision making. It enables learning through the process of solving problems and decision-making, learning techniques for making business decisions and characteristics of individual and group decision making.</p>			
10.	<p>Course contents: Course of the elaboration are: nature of decision making, conceptual definition of decision-making and the process of decision-making, terms of decision making, styles of decision-making, models of decision making, ethics in decision making, defining individual and group decision making.</p>			
11.	Learning methods: Method of case studies, discussion			
12.	Total available time for classes	7 ECTS x 30 hours = 210 hours		
13.	Distribution of the available time	40+30+35+30+75 = 210 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	35 hours
		15.2.	Independent work	30 hours
		14.3.	Home studying	75 hours
16.	Method of assessment			
	16.1.	Tests	60 points	
	15.2.	Seminar works/ projects (presentation: oral and written)	20 points	
	16.3.	Activity and participation	20 points	
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)
		from 51 to 60 points		6 (six) (E)
		from 61 to 70 points		7 (seven) (D)
		from 71 to 80 points		8 (eight) (C)
		from 81 to 90 points		9 (nine) (B)
		from 91 to 100 points		10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	60% of tests points		
19.	Teaching language	Macedonian or English		
20.	Evaluation methods	Self-evaluation		

1.	Course name	Management of Human Potential		
2.	Course code	ME512		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS
				7
8.	Pre-requisites	Principles of economy and management		
9.	<p>Course goals: The aim of the course is for students to learn and manage opportunities to create and develop institutional conditions necessary for the development of human potential. The course will provide students with the knowledge and content of management of human potential in terms of creating conditions for implementation the strategic goals of the organization and the state. Students will be trained for a creative approach to the management and development of human potential in any organization.</p>			
10.	<p>Course contents: Course of the elaboration: the nature of human resource, functions and activities of human resources, internal and external environment of human resources management, individual differences between people in the organization, analysis and diagnosis of middle management of human resources, goals of human resource management, human resources, design of labor, analysis of labor, human resource planning, recruitment of human resources, selection of human resources, training, career management, training of quality of life, labor, performance evaluation and reward human factor in the organization.</p>			
11.	Learning methods: Method of case studies, discussion			
12.	Total available time for classes	7 ECTS x 30 hours = 210 hours		
13.	Distribution of the available time	40+30+35+30+75 = 210 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	35 hours
		15.2.	Independent work	30 hours
		15.3.	Home studying	75 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	16.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points	5 (five) (F)
			from 51 to 60 points	6 (six) (E)
			from 61 to 70 points	7 (seven) (D)
			from 71 to 80 points	8 (eight) (C)
			from 81 to 90 points	9 (nine) (B)

		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	60% of tests points	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-evaluation	

1.	Course name	Corporate Governance		
2.	Course code	EC 513		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/9	7	Number of credits according ECTS 7
8.	Pre-requisites	Management, Audit, Financial Management		
9.	<p>Course goals: Understand the concept and benefits of corporate governance, transparency and disclosure of data and information, the basic provisions for the determination of shareholders' rights and development of new concepts and models for corporate governance.</p>			
10.	<p>Course contents: The course content covers contemporary debates in explanation of the term, the definition and importance of corporate governance, the theoretical debates on the legal nature of the corporation, and the legal organization of physiognomy corporation, relations between's management and shareholders, as well as corporate social responsibility, the phenomenon of the global economy. Students will learn corporate control through the links in the chain of delegation of power from shareholders and Supervisory Board, to managerial positions and possibilities for solving the collective problem of corporate governance, the existence of separation of management and widely dispersed ownership structure corporations. In the center of the study will be the management bodies and their importance, the position, the selection of members, powers and responsibilities of the two models of corporate governance structure: single (monistic) and two-tier (dualistic) system management joint stock companies. Presented are global differences, and the characteristics of the models of corporate governance in certain countries, including systems and the determining factors and directions of its development. Emphasis is placed on principles of Corporate governance, according to the OECD, and is covered and normative framework for good corporate governance in the country.</p>			
11.	Learning methods: Method of oral exposure and dialogue, active discussion, analysis and problem solving, case studies, exchange of views, individual work.			
12.	Total available time for classes	7 ECTS x 30 hours = 210 hours		
13.	Distribution of the available time	40+30+35+30+75 = 210 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	35 hours
		15.2.	Independent work	30 hours
		16.3.	Home studying	75 hours
	Method of assessment			

16.	16.1.	Tests	60 points
	16.2.	Seminar works/ projects (presentation: written and oral)	20 points
	17.3.	Activity and participation	20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored over 60 points in two colloquia, realized presence, making skilled labor.	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-evaluation	

**NINTH SEMESTAR
ELECTIVE FACULTY COURSES**

1.	Course name	International Management			
1.	Course code	ME521			
2.	Study program	Business Management			
3.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics			
4.	Degree (first, second, third cycle)	Second cycle (4+1)			
5.	Academic year / semester	5/9	7.	Number of credits according ECTS	6
8.	Pre-requisites	Principles of economy & management			
9.	<p>Course goals: Objectives of the course (competencies): To indicate characteristics of the process of globalization; To identify the changes in the international competitive environment; To identify the basic features of international management; To perform basic entry strategies of international market; To recognize the cultural differences in international business; To point out the differences in leadership in individual countries; To see the nature of control in multinational companies; To present international aspects of business functions.</p>				
10.	<p>Course contents: The course International Management course is to offer students improved and developed knowledge, concepts, strategies and skills of modern management with international operations. Domestic market, business and technical standards are not predetermined, but must be derived from international standards, orientations and trends. Hence, the need to stimulate the development of internationally oriented management . We are in the period when interdependence and interactive relationship between international business orientation and the company is extremely pronounced. The study of this course, students will be able to create and achieve success in international markets. The goal of focused studies of International Management is providing scientific research, academic and practical training, of students for independent pursuit of research, expertise, consultancy and practical aspects of international business and international management. This objectives is achieved by a combination of lectures, trough interactive, collective, creative and empirical – practical ways of working with assistant professor and students.</p>				
11.	Learning methods: Method of case studies, discussion				
12.	Total available time for classes	6 ECTS x 30 hours = 180 hours			
13.	Distribution of the available time	45+30+35+35+35 = 180 hours			
14.	Forms of teaching activities	14.1.	Lectures - Theory	45 hours	
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours	
15.	Other forms of activities	15.1.	Projects	35 hours	
		15.2.	Independent work	35 hours	

		15.3.	Home studying	35 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	17.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points	5 (five) (F)
			from 51 to 60 points	6 (six) (E)
			from 61 to 70 points	7 (seven) (D)
			from 71 to 80 points	8 (eight) (C)
			from 81 to 90 points	9 (nine) (B)
			from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam		60% of tree colloquia or final exam.	
19.	Teaching language		Macedonian or English	
20.	Evaluation methods		Self-evaluation	

1.	Course name	Small Business Management		
2.	Course code	ME515		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS
				6
8.	Pre-requisites	Management, Business Planning.		
9.	Course goals: Students learn the process of managing a small business.			
10.	<p>Course contents:</p> <p>Defining the small business role in the economy, differences between small and large enterprises, areas of small business, the small business environment, the role of small business in the economy. Establishing an effective small business, business plan and start a small business, ownership and financing guide for starting a small business approaches for starting a small business, the small business implication over management. Successes and failures in small business problems and pitfalls facing small business, advantages and disadvantages of small business characteristics of managers of small businesses. Management in small business, planning, organizing, motivating, coordinating and controlling.</p>			
11.	Learning methods: Method of case studies, discussion			
12.	Total available time for classes	6 ECTS x 30 hours = 180 hours		
13.	Distribution of the available time	40+30+30+30+50 = 180 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	30 hours
		15.2.	Independent work	30 hours
		15.3.	Home studying	50 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	16.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points	5 (five) (F)
			from 51 to 60 points	6 (six) (E)
			from 61 to 70 points	7 (seven) (D)
			from 71 to 80 points	8 (eight) (C)
			from 81 to 90 points	9 (nine) (B)
			from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Achieve success by 60% from three colloquia of written exam.		
19.	Teaching language	Macedonian or English		
20.	Evaluation methods	Self-evaluation		

1.	Course name	Marketing Management		
2.	Course code	MR 511		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/ 9	7.	Number of credits according ECTS
				6
8.	Pre-requisites	Principles of economy & management		
9.	Course goals: The study of this course, students should acquire knowledge about management and management of marketing activities, preparation of marketing plan, marketing strategies of learning and to be able to implement in practice, combining and integrating instruments of marketing or product, distribution, pricing and promotion, to help the company to achieve success in the performance of foreign markets as successful as in performance of the domestic market.			
10.	Course contents: The course objective is to familiarize students with marketing management concept in the operation of economic and non-economic actors and how it works in practice. That's the need and students to gain a broader knowledge of micro and macro environment in which the company operates, responding to issues and problems of governance and management of marketing activities, their organization, the possibilities of marketing strategies, as well as issues of marketing control . All this considering all four instruments of marketing: product, price, distribution and promotion.			
11.	Learning methods: Method of case studies, discussion			
12.	Total available time for classes	6 ECTS x 30 hours = 180 hours		
13.	Distribution of the available time	40+30+30+30+50 = 180 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	30 hours
		15.2.	Independent work	30 hours
		15.3.	Home studying	50 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	16.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points	5 (five) (F)
			from 51 to 60 points	6 (six) (E)
			from 61 to 70 points	7 (seven) (D)
			from 71 to 80 points	8 (eight) (C)
			from 81 to 90 points	9 (nine) (B)
			from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	60% of tests points		
19.	Teaching language	Macedonian or English		
20.	Evaluation methods	Self-evaluation		

1.	Course title	Marketing management of small enterprises			
2.	Code	MR 512			
3.	Study program	Business Management			
4.	Organizer of the study program (unit ie institute, department, department)	EURM - Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle (4+1)			
6.	Academic year / semester	5/9	7.	Number of ECTS credits	6
8.	Prerequisites for enrolling the course	Basics of marketing, marketing of enterprises			
9.	<p>Objectives of the course program (competences): Priority in the course program in the course: Marketing Management for Small Enterprises is given to the study of marketing management in small enterprises to small businesses expressed by entrepreneurial-technology.</p> <p>The aim of the second cycle of students is to master the necessary questions from the basic conceptions of the concepts: definition of small business, how marketing is explored in small business, marketing instruments with basic knowledge and practical application, how it is managed and manages marketing in small business, how small business is organized, and how marketing activities are controlled</p>				
10.	<p>Course content:</p> <p>1. The role of marketing in small business (after the first part gives an overview of the characteristics of small business, the importance of businesses for Macedonia, starting with small business, business idea, vision, mission goals and strategy, organizational culture of small business, small business life cycle and sources of funding for small businesses).</p> <p>2. Market research in small business (in the second part, the need for marketing research, marketing research, problem definition, form and analysis of research data, market research methods, market structure research, forecasts in small business and segmentation of the small business-market).</p> <p>3. Marketing instruments (in the third section the marketing materials are discussed: the product, the ways of selling the product, the prices of small business products, the promotion of small business-products).</p> <p>4. Managing and managing marketing in small business (in the fourth part, elaborate on the planning of small business, the essence of marketing planning, the preparation of a marketing plan, the establishment of marketing strategies, the development of tactical marketing programs and action plans, the organization of marketing in small business and control of marketing activities).</p>				
11.	Learning Method: Method of case studies, discussion				
12.	Total available time	6 ECTS x 30 hours = 180 hours			
13.	Distribution of the available time	40+30+30+30+50 = 180 hours			
14.	Forms of teaching activities	14.1.	Lectures-theoretical instruction	40 hours	
		14.2.	Exercises (laboratory, auditory), seminars, teamwork	30 hours	
15.	Other forms of activities	15.1.	Project assignments	30 hours	

		15.2.	Independent tasks	30 hours
		15.3.	Home learning	50 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar work / project (presentation-written and oral)		20 points
	16.3.	Activity and participation		20 points
17.	Grading criteria (points / grade)		До 50 points	5 (five) (F)
			Од 51 до 60 points	6 (six) (E)
			Од 61 до 70 points	7 (seven) (D)
			Од 71 до 80 points	8 (eighty) (C)
			Од 81 до 90 points	9 (nine) (B)
			Од 91 до 100 points	10 (ten) (A)
18.	Requirement for signing and taking the final exam		From 51 to 60% of the points from the test	
29.	Language of instruction		Macedonian, English	
20.	Method of monitoring the quality of teaching		Continuous and stage or summative assessment, using written and oral assessment	

TENTH SEMESTAR
OBLIGATORY COURSES

1.	Course name	Organizational Behavior		
2.	Course code	ME 521		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/10	7.	Number of credits according ECTS
				7
7.	Pre-requisites	Human resource management, Management and motivation		
8.	Course goals: The study of matter in the field of organizational behavior should steer students towards: understanding and defining organizational behavior, identifying the primary behavioral disciplines that contribute to organizational behavior research goals of organizational behavior, the study of the major challenges and opportunities for using the concept of organizational behavior by managers, understanding how the concept of organizational behavior can help to make the organization more productive, developing discussion about why diversity in the workforce has become a significant problem in terms of management, explaining how managers and organizations respond to issues related to ethical dilemmas in staff development discussion about how knowledge of organizational behavior can help managers stimulate organizational innovation and change.			
9.	Course contents: The course of this elaboration is: individual behavior in the organization from their perception and studying, motivation, emotions, training, values and attitudes, group behavior in the organization underlining the aspects of leadership, groups and teams, conflicts and power and, at the end organizational behavior, exploiting the organizational design, organizational structure, organizational culture, organizational climate, communications and organizations.			
10.	Learning methods: Method of case studies, discussion			
11.	Total available time for classes	7 ECTS x 30 hours = 210 hours		
12.	Distribution of the available time	40+30+35+30+75 = 210 hours		
13.	Forms of teaching activities	15.1.	Lectures - Theory	40 hours
		15.2.	Exercises (lab, auditory), seminars, team work	30 hours
14.	Other forms of activities	16.1.	Projects	35 hours
		16.2.	Independent work	30 hours
		16.3.	Home studying	75 hours
15.	Method of assessment			
	17.1.	Tests		60 points
	17.2.	Seminar works/ projects (presentation: oral and written)		20 points
	17.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)
		from 51 to 60 points		6 (six) (E)
		from 61 to 70 points		7 (seven) (D)

		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	50% of tests points	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-evaluation	

1.	Course name	Management and motivations		
2.	Course code	ME522		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS
				7
8.	Pre-requisites	Principle of management, Management of human resources, Small business management		
9.	<p>Course goals: Functional concept of motivation in management is to encourage motivation in personnel. For this purpose, motivation should primarily be a challenge and response the following phrases to motivation in management. In fact, there are several ways in which the world – head is frequently used. They are used I'll fix it, will succeed. The first is a phrase that some managers use. Management can be some business are run in an easy way. The second phrase is a strong phrase and a refers to the managers who was surprised by the deadline and have to make ends meet.</p>			
10.	<p>Course contents: This course is addressed how managers can motivate subordinates so as to increase their performance and their satisfaction. Discussion of leadership starts with chapter motivation because managers can not manage if subordinates are motivated to follow. The next chapter will examine the leaderships styles that are available to managers. There are many theories of motivation and a lot of them are different in that they implicitly suggest that managers can do to get the most performance from their employees. Managers who will discover the key to the inner motivation of employees can find an endless source of productivity.</p>			
11.	Learning methods: Method of case studies, discussion			
12.	Total available time for classes	7 ECTS x 30 hours = 210 hours		
13.	Distribution of the available time	40+30+35+30+75 = 210 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	35 hours
		15.2.	Independent work	30 hours
		15.3.	Home studying	75 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	16.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points	5 (five) (F)
			from 51 to 60 points	6 (six) (E)
			from 61 to 70 points	7 (seven) (D)

		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	60% of tree colloquia or final exam.	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-evaluation	

**TENTH SEMESTAR
ELECTIVE FACULTY COURSES**

1.	Course name	Entrepreneurship			
2.	Course code	ME 523			
3.	Study program	Business Management			
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle (4+1)			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	6
8.	Pre-requisites	Strategic management, Corporate strategies			
9.	<p>Course goals: The aim of the course is for students to get acquainted with entrepreneurship, which is a business activity that brings material benefit to the individual and the collective. From an aspect of development, it is interpreted as an aspiration for success and achieving pecuniary benefit. Entrepreneurship today is an important factor of restructuring both firms and corporations, as well as entire regions, and national economies, and hence its importance as a course of study.</p>				
10.	<p>Course content: Definition of entrepreneurship, areas of entrepreneurship, environment, the role of entrepreneurship in the economy. Creating an effective business, business plan and start of business, ownership and financing, a guide to starting a business. Successes and failures of entrepreneurship, problems and traps faced by the entrepreneur, advantages and weaknesses of entrepreneurship. The course studies the basic characteristics of entrepreneurship and entrepreneurial behavior: innovation, risk, reallocation of resources to the most productive points of use and combination, recombination and substitution of the factors of production. The course also elaborates the experiences of development of the measures and tools for supporting small and medium enterprises, as well as entrepreneurship in developed countries, developing countries and countries in transition, and in the same context in the Republic of Macedonia.</p>				
11.	Learning methods: Method of case studies, discussion				
12.	Total available time for classes	6 ECTS x 30 hours = 180 hours			
13.	Distribution of the available time	40+30+30+30+50 = 180 hours			
14.	Forms of teaching activities	14.1.	Lectures – Theory	40 hours	
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours	
15.	Other forms of activities	15.1.	Projects	30 hours	
		15.2.	Independent work	30 hours	
		15.3.	Home studying	50 hours	
16.	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)	
		from 51 to 60 points		6 (six) (E)	
		from 61 to 70 points		7 (seven) (D)	
		from 71 to 80 points		8 (eight) (C)	
		from 81 to 90 points		9 (nine) (B)	
from 91 to 100 points		10 (ten) (A)			
18.	Conditions for getting the sign and passing the final exam	Passed first, second and third colloquium			
19.	Teaching language	Macedonian or English			
20.	Evaluation methods	Continuous or phased summative assessment, which will be used in written and oral assessment.			

1.	Course name	Leadership			
2.	Course code	ME 524			
3.	Study program	Business Management			
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle (4+1)			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	6
7.	Pre-requisites	Strategic management, Corporate strategies			
8.	<p>Course goals: Objectives of the course program (competences): The aim of the course is for students to become aware of leadership, as a contemporary phenomenon of organizational sciences, whose concept will enable students to acquire knowledge in this field. The success of an organization depends to a large extent on the quality of leadership and management at all levels in it. Ability to lead people and processes is a guarantee that any challenges and situations through which the organization passes will be overcome in the most efficient way. Investing in the development of key management personnel is investing in the future of the company. All of these aspects are aimed at determining the determinants of leadership effectiveness, which further enable students to acquire relevant knowledge and skills that they will successfully apply in practice.</p>				
9.	<p>Course content: Leadership as an object of organizational sciences covers the part of the management dedicated to the organizational behavior of the leaders, within the companies that are the most important bearers of the modern society. It is presented through emerging forms of management, determining the characteristics of the leader and the types of leadership, the development of the theories of leadership and the different stances of the representatives of behavioral theories, the particular leadership styles and the challenges of the modern model of leadership.</p>				
10.	Learning methods: Method of case studies, discussion				
11.	Total available time for classes	6 ECTS x 30 hours = 180 hours			
12.	Distribution of the available time	40+30+30+30+50 = 180 hours			
13.	Forms of teaching activities	15.1.	Lectures - Theory	40 hours	
		15.2.	Exercises (lab, auditory), seminars, team work	30 hours	
14.	Other forms of activities	16.1.	Projects	30 hours	
		16.2.	Independent work	30 hours	
		16.3.	Home studying	50 hours	
15	Method of assessment				
	17.1.	Tests	60 points		
	17.2.	Seminar works/ projects (presentation: oral and written)	20 points		
	17.3.	Activity and participation	20 points		
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)	
		from 51 to 60 points		6 (six) (E)	
		from 61 to 70 points		7 (seven) (D)	
		from 71 to 80 points		8 (eight) (C)	

		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Passed first, second and third colloquium	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Continuous or phased summative assessment, which will be used in written and oral assessment.	

1.	Course name	Globalization		
2.	Course code	MP 521		
3.	Study program	Business Management		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester	5/10	7.	Number of credits according ECTS
				6
8.	Pre-requisites	Basic knowledge about the conceptual determination of globalization, especially for security as a phenomenon, for international relations, risks and security threats.		
9.	Course goals: To understand and study the anatomy of contemporary relationships in the world from multiple aspects, defined as globalization. To gain new scientific knowledge on the design of new forms of global action and its impact on the development of countries. To gain the ability to recognize the effects and consequences of globalization, its impact on contemporary international relations and the creation of new risks for economic survival.			
10.	Course contents: The beginnings of globalization, its definition and forms and dynamics of appearance and development. Mechanisms of globalization action and actors in globalization. Consequences of globalization seen through the prism of various positive and negative views. The impact of globalization on the development of countries through the prism of new risks and market threats. Global influences of modern technology and availability. Global influences of modern technology and availability. Alternatives to Globalization and Impacts. A special part is devoted to analyzing regionalism versus the globalization of economic flows and the European Union as an economic regional integration. The elements of the foreign trade balance, the balance of payments will be studied. Part of the program is also the study of the foreign trade system and foreign trade policy of the Republic of Macedonia.			
11.	Learning methods: Method of case study, discussion.			
12.	Total available time for classes	6 ECTS * 30 hours = 180 hours		
13.	Distribution of the available time	45+30+30+30+50 = 180 hours		
14.	Forms of teaching activities	14.1.	Lectures – Theory	40 hours
		14.2.	Exercises (lab, auditory), seminars, team work	30 hours
15.	Other forms of activities	15.1.	Projects	30 hours
		15.2.	Independent work	30 hours
		15.3.	Home studying	50 hours
16.	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	16.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)
		from 51 to 60 points		6 (six) (E)
		from 61 to 70 points		7 (seven) (D)

		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-evaluation	

1.	Course title	Entrepreneurial Marketing Management			
2.	Code	MR521			
3.	Study program	Business Management			
4.	Organizer of the study program (unit ie institute, department, department)	EURM - Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle (4+1)			
6.	Academic year / semester	5/10	7.	Number of ECTS credits	6
8.	Prerequisites for enrolling the course	Fundamentals of Marketing, Fundamentals of Management, Business Planning			
9.	<p>Objectives of the course program (competences): Priority in the curriculum is given to the study of the characteristics and application of entrepreneurial management, contemporary theories on entrepreneurial management, the essential aspects of entrepreneurship, review and analysis of entrepreneurial marketing management control, market strategies and their guidelines development directions, entrepreneurial plans, behavior entrepreneurs, entrepreneurial economy, corporate marketing management and entrepreneurship in our country.</p>				
10.	<p>Course content:</p> <ol style="list-style-type: none"> 1. Entrepreneurial marketing management as a reality (the first part gives an overview of the characteristics of entrepreneurial marketing management and the application of marketing-management-in-entrepreneurship). 2. Entrepreneurial marketing management and contemporary economic theories (the second part presents Stephen Himer's theories about the company's specific strengths, Raymond Vernon's Raymond Vernon's product life cycle, John Daning's paradigm, and Mike Porter's theory of competitive advantage for nations) . 3. The essence of entrepreneurship (the third part explains the emergence and development of entrepreneurship, the universal role of entrepreneurship, the individual and entrepreneurship, the entrepreneur and his role as well as the schools for entrepreneurial marketing-management). 4. Analysis of the entrepreneurial marketing environment (the fourth section emphasizes the behavioral approach of entrepreneurship, the approach to the market, the importance of innovation, the risk to work, the human factor as a resource, and the economic environment and-entrepreneurship) 5. Dealing with market strategies (the fifth section presents models for planning small businesses, business angels, ranking and motivation and investment criteria). 6. Marketing activities and developing an entrepreneurial plan (the sixth part emphasizes the significance of the business plan and types, budget, preparation of the plan and the role of marketing activities in planning). 7. Organization of entrepreneurial behavior (this section presents the motivations in the development and functioning of entrepreneurship, entrepreneurial behavior, culture and the role of dream and creativity as a factor for a successful entrepreneur). 8. Control and execution of entrepreneurial marketing activities (the objective of entrepreneurial control and control of the marketing system in entrepreneurship is represented). 9. Entrepreneurial marketing management and entrepreneurial economy (institutional problems of entrepreneurship, economic boom models of Emilia Romagna, business link organizations-and-business-networks). 10. Corporate Marketing Management (corporate entrepreneurship, interpreter features, corporate endeavors and entrepreneurship planning). 				

	11. Entrepreneurship in the Republic of Macedonia (there are problems for the Macedonian economy, policies for supporting small and medium enterprises, entrepreneurship in European countries, entrepreneurial incubators and zones, where are the Macedonian business angels ?, and without a good investment climate there are no "angelic investors ")			
11.	Learning Method: Method of case study, discussion			
12.	Total available time	6 ECTS * 30 hours = 180 hours		
13.	Distribution of the available time	45+30+30+30+50 = 180 hours		
14.	Forms of teaching activities	14.1.	Lectures-theoretical instruction	40 hours
		14.2.	Exercises (laboratory, auditory), seminars, teamwork	30 hours
15.	Other forms of activities	15.1.	Project assignments	30 hours
		15.2.	Independent tasks	30 hours
		15.3.	Home learning	50 hours
16.	Method of assessment			
	16.1.	Tests		60 hours
	17.2.	Seminar work / project (presentation-written and oral)		20 hours
	17.3.	Activity and participation		20 hours
17.	Grading criteria (points / grade)	До 50 points		5 (five) (F)
		Од 51 до 60 points		6 (six) (E)
		Од 61 до 70 points		7 (seven) (D)
		Од 71 до 80 points		8 (eight) (C)
		Од 81 до 90 points		9 (nine) (B)
		Од 91 до 100 points		10 (ten) (A)
18.	Requirement for signing and taking the final exam	Од 51 до 60% од бодовите од тестот		
19.	Language of instruction	Macedonian English		
20.	Method of monitoring the quality of teaching	Continuous and stage or summative assessment, using written and oral assessment		

OPTIONAL UNIVERSITY COURSES

1.	Course name	Business Ethics			
2.	Course code				
3.	Study program	Finance			
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle (4+1)			
6.	Academic year / semester		7.	Number of credits according ECTS	3
9.	Pre-requisites				
10.	<p>Course goals: The goal is the students to adopt the terms moral and ethics as a foundation of the contemporary economic working, as well as their impact on the business relationships and interaction with the clients (target groups). The goal of business ethics, and by pointing the examples from the practice, is the students to get acquainted with the moral problems and dilemmas from the experience in everyday working in the business, but also with the manner of their resolution in the manager's every day work.</p>				
11.	<p>Course contents: The content of this course covers the moral and ethics in contemporary economic relationships and business cycles. The course involves learning the types of moral and ethics, as well as the terms working moral, bonton, diligence, professionalism etc. A course of elaboration of business ethics as a science, are the values and norms incorporated in labor function, and an emphasis is devoted to the application of the ethic norms in the concrete environments, decanted in codes of the business world.</p>				
12.	Learning methods:Method of case study, discussion				
13.	Total available time for classes	3 ECTS * 30 hours= 90 hours			
14.	Distribution of the available time	45+10+10+10+15=90 hours			
15.	Forms of teaching activities	15.1.	Lectures - Theory	45 hours	
		15.2.	Exercises (lab, auditory), seminars, team work	10 hours	
16.	Other forms of activities	16.1.	Projects	10 hours	
		16.2.	Independent work	10 hours	
		16.3.	Home studying	15 hours	
17.	Method of assessment				
	17.1.	Tests	60 points		
	17.2.	Seminar works/ projects (presentation: oral and written)	20 points		
	17.3.	Activity and participation	20 points		
18.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)	
		from 51 to 60 points		6 (six) (E)	
		from 61 to 70 points		7 (seven) (D)	
		from 71 to 80 points		8 (eight) (C)	
		from 81 to 90 points		9 (nine) (B)	
from 91 to 100 points		10 (ten) (A)			
19.	Conditions for getting the sign and passing the final exam	50% of tests points			
20.	Teaching language	Macedonian or English			
21.	Evaluation methods	Self-evaluation			

1.	Course name	Business English		
2.	Course code			
3.	Study program	Finance		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester		7.	Number of credits according ECTS
				3
8.	Pre-requisites	Orthographic knowledge of the English language, knowledge of basic grammar and vocabulary		
9.	<p>Course goals: Upon completion of the course students will master the most important communication skills from the field of economics. They will be able to improve their oral communication, actively use all language components and apply the basic principles of written correspondence.</p>			
10.	<p>Course contents: Within this course students will further their grammar knowledge and perfect communication skills not only in everyday communication, but in the use of course-specific vocabulary.</p>			
11.	Learning methods: Method of case study, discussion			
12.	Total available time for classes	3 ECTS * 30 hours= 90 hours		
13.	Distribution of the available time	45+10+10+10+15=90 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	45 hours
		14.2.	Exercises (lab, auditory), seminars, team work	10 hours
15.	Other forms of activities	15.1.	Projects	10 hours
		15.2.	Independent work	10 hours
		15.3.	Home studying	15 hours
16.	Method of assessment			
	16.1.	Tests	60 points	
	16.2.	Seminar works/ projects (presentation: oral and written)	20 points	
	16.3.	Activity and participation	20 points	
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)
		from 51 to 60 points		6 (six) (E)
		from 61 to 70 points		7 (seven) (D)
		from 71 to 80 points		8 (eight) (C)
		from 81 to 90 points		9 (nine) (B)
from 91 to 100 points		10 (ten) (A)		
18.	Conditions for getting the sign and passing the final exam	60% of tests points		
19.	Teaching language	Macedonian or English		
20.	Evaluation methods	Self study		

1.	Course name	Business Planning		
2.	Course code			
3.	Study program	Finance		
4.	Organizer of the study program (unit, institute, department, division)	EURM - Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester		7.	Number of credits according ECTS
				3
7.	Pre-requisites	Managerial economics, Marketing, Management.		
8.	Course goals: Aim of the course is to introduced with business planning.			
9.	Course contents: Character and concept of business planning. Essentially elements, reasons for expansion, categories. Importance of planning (meaning, need, distribution and disadvantages). Models of business planning. The relationship between the plan and management. Products of the planning process. Objectives (mission, goals, setting, significance, characteristics). Business policy (definition, characteristics, classification, species, time horizon and audit). Strategic and tactical planning. Prerequisites for rational planning. Prediction (economic horizon, assumptions, choice of methods, forecasting and planning, intuitive methods, statistical methods, quantitative methods, evaluation of the prediction). System information, methodology, organization, decision making, and planning methods. Current planning. Essence and areas of application for business decision making.			
10.	Learning methods: Method of case study, discussion			
11.	Total available time for classes	3 ECTS * 30 hours= 90 hours		
12.	Distribution of the available time	45+10+10+10+15=90 hours		
13.	Forms of teaching activities	15.1.	Lectures - Theory	45 hours
		15.2.	Exercises (lab, auditory), seminars, team work	10 hours
14.	Other forms of activities	16.1.	Projects	10 hours
		16.2.	Independent work	10 hours
		16.3.	Home studying	15 hours
15.	Method of assessment			
	17.1.	Tests	60 points	
	16.	17.2.	Seminar works/ projects (presentation: oral and written)	20 points
	17.3.	Activity and participation	20 points	
17.	Criteria for evaluation (scores/ rate)	to 50 points		5 (five) (F)
		from 51 to 60 points		6 (six) (E)
		from 61 to 70 points		7 (seven) (D)
		from 71 to 80 points		8 (eight) (C)
		from 81 to 90 points		9 (nine) (B)
		from 91 to 100 points		10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Achieve success of three colloquia of written exam.		
19.	Teaching language	Macedonian or English		
20.	Evaluation methods	Self evaluation		

1.	Course name	Financial Management		
2.	Course code			
3.	Study program	Finance		
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle (4+1)		
6.	Academic year / semester		7. Number of credits according ECTS	3
8.	Pre-requisites	Fundamentals of Economics, Business Mathematic		
9.	Course goals: The main objective of this course is to acquire theoretical and practical knowledge in the field of financial management. Basic emphasis will be given to the realization of the basic scientific achievements that are applied in the contemporary world investment practice.			
10.	Course contents: Financial management, as a special finance area, incorporates the relevant issues in the area of financial structure, taxation, conditions and method of making final financial decisions by the company. The course covers necessary content for students to finance master, especially the part that relates to their corporations finance management. The course content focuses on mastering the concept of money time dimension, determining the relationship between risk and yield, securities valuation and evaluating and understanding financial derivatives. The course is focused on financial reports analysis , financial analysis and planning. The overall activity of the enterprise can be presented as a set of investment, financial and operational activities and accurately determined means and sources for their execution. The ultimate goal of all activities is the increase value of the company, that is, the increase in the shareholders wealth, which is done through the design and realization of the desired relationship between the yield and the risk and the management of the funds and the sources of capital. Financial management provides a response and a proposal for use, ie for using the funds, providing sources for their financing, the cost of capital, deciding on the distribution of profits, the dividend policy, making the ultimate goal viable.			
11.	Learning methods: Method of case study, discussion.			
12.	Total available time for classes	3 ECTS * 30 hours= 90 hours		
13.	Distribution of the available time	45+10+10+10+15=90 hours		
14.	Forms of teaching activities	14.1.	Lectures - Theory	45 hours
		14.2.	Exercises (lab, auditory), seminars, team work	10 hours
15.	Other forms of activities	15.1.	Projects	10 hours
		15.2.	Independent work	10 hours

		15.3.	Home studying	15 hours
16	Method of assessment			
	16.1.	Tests		60 points
	16.2.	Seminar works/ projects (presentation: oral and written)		20 points
	16.3.	Activity and participation		20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points	5 (five) (F)
			from 51 to 60 points	6 (six) (E)
			from 61 to 70 points	7 (seven) (D)
			from 71 to 80 points	8 (eight) (C)
			from 81 to 90 points	9 (nine) (B)
			from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam		Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language		Macedonian or English	
20.	Evaluation methods		Evaluation of the students knowledge in the particular field, according to the Article 107 from the Law for higher education, is carried out continuously during the educational process	