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 CRE	DITS FROM CORE COURSES	18		
ELECTIVE C	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 CRE	DITS FROM ELECTIVE COURSES	12		
TOTAL CRE	DITS IN THE FIRST SEMESTER	30		

Second semester

CODE	COURSE	Credits	Classe	Total (PT)*
			S	
4EK201012	ORGANIZATIONAL BEHAVIOR	6	156	2+2+1
	DISSERTATION	24	720	0+0+24
TOTAL C SEMESTER	REDITS IN THE SECOND	30	876	
TOTAL CRE	EDITS FOR THE DEGREE	60		

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

I semester –	First year							
Core courses								
CODE	COURSE	Credits	Classe s	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 f	rom core courses	22	8+6+5	588				
Elective cou	rses (choose 2)							
CODE	COURSE	Credits	Classe s	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 f	rom elective courses	8	4+2+2	240	
Total credits in	n the first semester	30	12+8+7	828	
II semester -	first year				
Core courses	5				
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 cou	rses (choose 2)				
CODE	COURSE	Credits	Classes	Total (PT)*	
IEK201212 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	5				
CODE	COURSE	Credits	Classes	Total (PT)*	
4EK200412	Human resources management	8	3+2+2	216	
4EK201312		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 cou	rses (choose 1)				
	Research methodology	6	2+2+1	156	
	Applied data analysis	6	2+2+1	156	
Total credits	from elective courses	6	2+1+1	156	
	in the first semester	30	11+7+7	804	
IV semester -	- Second year				
Core courses	5				
CODE	COURSE	Credits	Classes	Total (PT)*	
	DISSERTATION	30	0+0+30	900	
Total credits	in the fourth semester	30			
	for the degree	120			

Ann	ex No.3 Program o	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	Faculty of Economics
	program (unit or institute,	Goce Delcev University - Stip
	Faculty, department)	
5.	Cycle (first, second and third	Second
	cycle)	

6.	Academic year / semester	F		Numb credit		6
8.	Professor (s)		rof. PhD Trajko Micesł ioleta Madzova	ki, Ass	. Prof. PhD)
9.	Requirements for enrollme the Course	ent				
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 prog	gram:				
	Management and managers; The caracter 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 e	exposu				
13.	Total available time		156			
14.	Distribution of available tin		2+2+1	-1		. h
15.	Forms of teaching / learning activities	15.1.		ai -	2	hours
	learning activities		contact teaching,			
		1	e-teaching			
		15.2.				
			practical exercises	,		
			e-exams, preparati	on		
			of independent			
16.	Other forms of activites	16.4	seminar work			hours
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	1			1	
1	17.1. Tests / oral exams					
					70	points
		project	- presentation:			points points
	17.1.Tests / oral exams17.2.Seminars (paper / paper / pape	-	- presentation:		10	-
18.	17.1.Tests / oral exams17.2.Seminars (paper / p written and/or oral)	ation	- presentation: up 50 points	5 (F)	10	points
18.	 17.1. Tests / oral exams 17.2. Seminars (paper / p written and/or oral) 17.3. Activity and particip Assessment Criteria (point) 	ation		(F)	10	points points

			(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 colloguia and the final exam		
20.	Language of teaching / study	Macedonian, English		
21.	Method of monitoring the quality of teaching	Self-evaluation		

	erature								
	Requ	Required literature							
	No.	Author	Title	Publisher	Yea				
	1.	Gareth R.Jones, Jenifer M.George	Contemporary management	Translation from the Government of the RM	2008				
22.1.	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				
	Additional literature								
	No.	Author	Title	Publisher	Yea				
22.2.	1.	John R. Schermerhorn, Jr.	Management, 9th edition	John Willey & Sons, Inc.	2008				
	2.								
	3.								

Anr	nex No.3	Program of	the Course - seco	ond	cycle studies	
1.	Title of t	he Course	FINANCIAL MAN	AGE	MENT	
2.	Code		4EK200212			
3.	Study P	rogram	MBA- MANAGEMENT 4+1			
4.	Organiz	er of the study	Faculty of Economics			
	program	n (unit or institute,	Goce Delcev University - Stip			
	Faculty,	department)				
5.	Cycle (fi cycle)	rst, second and third	Second			
6.	Academ	ic year / semester	Fifth/First	7.	Number of credits	6

8.	Professor (s)	F	Prof. PhD Risto Fotov			
9.	Requirements for enrollment	nt				
10	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 prog	ram:				
	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 e	xposu	ure			
13.	Total available time		156			
14.	Distribution of available tim		2+2+1			
15.	Forms of teaching / learning activities	15.1		al -	2	hours
		15.2	e-teaching theoretical and			
		15.2	practical exercises,			
			e-exams, preparatic of independent seminar work			
16.	Other forms of activites	16.1			2	hours
		16.2	. Individual tasks			
		16.3	. Home learning		1	l hour
17.	Method of assessment					
	17.1. Tests / oral exams				70 p	oints
	17.2. Seminars (paper / p written and/or oral)	roject	t - presentation:		10 p	oints
	17.3. Activity and participation	ation			20 p	oints
18.	Assessment Criteria (points	s/	up 50 points	5	(five)	(F)
	score)	-	51 to 60 points	6	(six)	(E)
		-	61 to 70 points	7	(seven)	(D)
		F	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		Achieved result of 60%	-	the three	
	passing the final exam		colloquia and the final e	xam		
20.	Language of teaching / stud	dy	Macedonian, English			

21.	Method of monitoring the	Self-evaluation
	quality of teaching	

22.	Literat	Literature								
		Requ	Required literature							
		No.	Author	Title	Publisher	Year				
	22.1.	1.	Арсов, Сашо	Финансиски менаџмент	Економски факултет- Скопје	2008				
		2.								
		3.								
		Additional literature								
		No.	Author	Title	Publisher	Year				
	22.2.	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.								

Ann	ex No.3	Program of	ond	cycle studies				
1.	Title of t	he Course	ADVANCED ECO	NO	MY			
2.	Code		4EK200112					
3.	Study Pr	ogram	MBA- MANAGEM	IEN	Τ 4+1			
4.	Organize	er of the study	Faculty of Econom	nics				
	program	(unit or institute,	Goce Delcev Univ	ersit	y - Stip			
		department)						
5.	Cycle (fi cycle)	rst, second and third	Second					
6.	Academ	ic year / semester	Fifth/First	7.	Number of credits	6		
8.	Professo	or (s)	Prof. PhD Krume Nikoloski					
9.	Require	ments for enrollment						
	the Cour	rse						
10.	Purpose	s of the curriculum (co	ompetencies):					
		g to market condition						
		on companies optimize structures; Why econon						
	responsil market fa	es sorted out the bilities of the governmen ailure; How to define ke	nt in the regulation of macroeconomic	of bu agg	usinesses and cor regates: gross do	rrecting omestic		
	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 coreand limitations of key macroeconomic policies and the manner of their use in different phases of the economic cycle.							
11.	Content	of the course program	ו:					
	Introduct	ion to Economic Scie	nce; Fundamental	eco	nomic problems;	Basic		

	theory monop land a regula produc saving and m and m and	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.		•								
10		ods of oral and written e available time	xposu							
13. 14.		bution of available time	0	156 2+2+1						
14.		s of teaching /	15.1.		al -	2	hours			
.0.		ng activities	contact teaching,							
		 - 		•						
			15.2.	e-teaching theoretical and						
			10.2.	practical exercises						
				•	•					
			e-exams, preparation of independent							
				seminar work						
16.	Other	forms of activites	16.1.	Project tasks		2	hours			
			16.2.	.2. Individual tasks						
			16.3.	Home learning			1 hour			
17.	Mothe	od of assessment								
17.	17.1.	Tests / oral exams				70 r	ooints			
						-				
	17.2.	Seminars (paper / p written and/or oral)	roject	- presentation:		10 p	ooints			
	17.3.	Activity and particip	ation			20 p	ooints			
18.		ssment Criteria (point	s /	up 50 points	5	(five)	(F)			
	score)		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.		ture requirement and		Achieved result of 60%	from	the three				
		ng the final exam		colloquia and the final exam						
20.	•	uage of teaching / stud	-	Macedonian, English						
21.		od of monitoring the y of teaching		Self-evaluation						

22.	Literatu	ire								
	00.4	Required literature								
	22.1.	No.	Author	Title	Publisher	Year				

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

Ann	ex No.3	Program of	the Course - seco	ond	cycle studies			
1.	Title of t	he Course	SMALL BUSINES	SM	IANAGEMENT			
2.	Code		4EK200512					
3.	Study Pr		MBA- MANAGEM	IEN	T 4+1			
4.		er of the study	Faculty of Econom					
		(unit or institute, department)	Goce Delcev Univ	ersit	ty - Stip			
5.		rst, second and third	Second					
6.		ic year / semester	Fifth/First	7.	Number of credits	4		
8.	Professo		Prof. PhD Risto Fotov					
9.	the Cour							
10.								
11.	Content	of the course program	ו:					
	enterpris small b	siness and economics, e planning; Organization business; Social res neurship and small ente	n of small enterprise ponsibility; Ethics	e; S	uccesses and fail			

12.	Learning methods:						
	Methods of oral and written e	xnosu	Ire				
13.	Total available time		120				
14.	Distribution of available tim	ne	2+1+1				
15.	Forms of teaching /	15.1	lectures / theore	etica	l -	2	hours
	learning activities		contact teachin	g,			
			e-teaching				
		15.2					
			practical exerci	ses,			
			e-exams, prepa	atio	'n		
			of independent	ano			
			seminar work				
16.	Other forms of activites	16.1				1	hours
		16.2	Individual tasks	Individual tasks			
		16.3	B. Home learning		1 hour		
17.	Method of assessment						
	17.1. Tests / oral exams					70 p	oints
	17.2. Seminars (paper / p written and/or oral)	roject	- presentation:			10 p	oints
	17.3. Activity and particip	ation				20 p	oints
18.	Assessment Criteria (point	s/	up 50 poir	nts	5	(five)	(F)
	score)		51 to 60 poir	nts	6	(six)	(E)
			61 to 70 poir	nts	7	(seven)	(D)
			71 to 80 poir	nts	8	(eight)	(C)
			81 to 90 poir	nts	9	(nine)	(B)
			91 to 100 poir	nts	10	(ten)	(A)
19.	Signature requirement and		Achieved result of 6		-	the three	
	passing the final exam		colloquia and the fir		xam		
20.	Language of teaching / stue	-	Macedonian, Englis	h			
21.	Method of monitoring the quality of teaching		Self-evaluation				

22.	Literat		ired literatu	ıre						
		No.		uthor	Title	Publisher	Year			
	22.1.	1.	Шуклев Б	обек:	Менаџмент на мал бизнис, трето издание	Економски факултет, Скопје	2003			
		2.								
		3.								
		Additional literature								
	22.2.	No.	Δ	uthor	Title	Publisher	Year			
		1.	Thomas	W.Zimmerer,	Essentials of	Pearson-	2005			

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

Ann	nex No.3	Program	of the	Course - s	econd o	cycle stud	ies	
1.	Title of t	he Course	HU	JMAN RESC	URCE	MANAGEN	IENT	
2.	Code			K200412				
3.	Study Pr	rogram	M	MBA- MANAGEMENT 4+1				
4.		er of the study	Fa	culty of Ecor	nomics			
		(unit or institute, department)	Goce Delcev University - Stip					
5.	Cycle (fi cycle)	rst, second and thi	r d Se	cond				
6.	Academ	ic year / semester	Fif	th/First	7.	Number of credits	of	4
8.	Professo	or (s)		of. PhD Trajk argarita Matli		ski, Ass. Pr	of. Phl	Ċ
9.	the Cour	ments for enrollmer rse is of the curriculum						
	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 prog	ram:					
	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.							
		•	standin	Q .				U .
12.	analysis.	•	standin	Q .				U .
12.	analysis. Learning	g methods:		g of stress r				U .
12.	analysis. Learning Methods	-		g of stress r				U .
	analysis. Learning Methods Total ava	g methods: of oral and written e	xposure	g of stress r				U .
13.	analysis. Learning Methods Total ava Distribut	g methods: of oral and written e ailable time	xposure	g of stress r	manage	ment, mob	bing, \$	U .
13. 14.	analysis. Learning Methods Total ava Distribut Forms o	g methods: of oral and written e ailable time tion of available tim	xposure	g of stress r e 120 2+1+1	nanage	ment, mob	bing, \$	SWOT-

16.	Other forms of activites	15.2. 16.1. 16.2.	practical exercises, e-exams, preparation of independent seminar work Project tasks			1 hours
		16.3.	Home learning			1 hour
17.	Method of assessment			•		
	17.1. Tests / oral exams		70	points		
	17.2. Seminars (paper / p written and/or oral)		10) points		
	17.3. Activity and particip	ation			20) points
18.	Assessment Criteria (point	s/	up 50 points	5 (fi	ive)	(F)
	score)		51 to 60 points	6 (s	six)	(E)
			61 to 70 points	7 (s	seven)	(D)
			71 to 80 points	8 (e	eight)	(C)
			81 to 90 points	1) e	nine)	(B)
			91 to 100 points	10 (te	en)	(A)
19.	Signature requirement and		Achieved result of 60%		he three	•
20	passing the final exam		colloquia and the final e	exam		
20.	Language of teaching / stud	-	Macedonian, English			
21.	Method of monitoring the quality of teaching	Ś	Self-evaluation			

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

		Management, 11th edition,	Florida	
	2.			
	3.			

Ann	ex No.3 Program	of the Course - sec	ond	cycle studies				
1.	Title of the Course	INFORMATION	SYST	EMS MANAGE	MENT			
2.	Code	4EK200812						
3.	Study Program	MBA- MANAGE	MEN	T 4+1				
4.	Organizer of the study	Faculty of Econo						
	program (unit or institute, Faculty, department)	Goce Delcev Uni	versi	ty - Stip				
5.	Cycle (first, second and third cycle)							
6.	Academic year / semester	Fifth/First	7.	credits	4			
8.	Professor (s)	Prof. PhD Riste	emja	anovski				
9.	Requirements for enrollment the Course							
10.	0. Purposes of the curriculum (competencies): The purpose of the course is to help the students to understand							
	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 progra	im:						
	 The informational revolution (Intangible resources – the foundation of the information society) 							
	System design (System	natic thinking and sy	stem	atic approach)				
	 System analysis 							
	 Information (Definition of information, quality of information) 	•	on, s	emantic rules, tra	ansfer			
	 Information systems (The information systems in the information system systems in the inf	•		formation system	١,			
	 Information systems an communication process 	•	Drgar	nization of				
	 Information system maninformation systems at dimension in the process 	different manageme	nt lev	els, the informati				

	Economics of the info	ormatic	Economics of the information systems									
	 Strategy elements for 	r buildi	ng and development of	inforr	mation syste	ems						
	Design of new inform	ation s	systems									
12.	Learning methods:											
	Methods of oral and written e	exposu	Ire									
13.	Total available time		120									
14.	Distribution of available tin		2+1+1									
15.	Forms of teaching / learning activities	15.1		al -	2	hours						
	learning activities		contact teaching,									
			e-teaching									
		15.2										
			practical exercises,									
			e-exams, preparatio	on								
			of independent seminar work									
16.	Other forms of activites	16.1			1	hours						
		-			neare							
		16.2	. Individual tasks									
		16.3	. Home learning		1	hour						
17.	Method of assessment											
	17.1. Tests / oral exams				70 p	oints						
	17.2. Seminars (paper / p written and/or oral)	project	- presentation:		10 p	oints						
	17.3. Activity and particip	ation			20 p	oints						
18.	Assessment Criteria (point	s/	up 50 points	5	(five)	(F)						
	score)	F	51 to 60 points	6	(six)	(E)						
			61 to 70 points	7	(seven)	(D)						
			71 to 80 points	8	(eight)	(C)						
		F	81 to 90 points	9	(nine)	(B)						
		F	91 to 100 points	10	(ten)	(A)						
19.	Signature requirement and		Achieved result of 60%	from	the three							
	passing the final exam	_	colloquia and the final exam									
20.		guage 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.										
		2.										
		3.										

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

Ann	ex No.3	Program	n of the	Course - sec	ond	cycle s	tudies		
1.	Title of t	he Course	ST	RATEGIC MA	RKE	TING			
2.	Code			<pre><200712</pre>					
3.	Study Pr	rogram		BA- MANAGEI	MEN	T 4+1			
4.		er of the study	Fa	culty od Econo	mics				
		(unit or institute, department)	Go	ce Delcev Univ	versit	y - Stip			
5.	Cycle (fi cycle)	rst, second and thi	rd Se	cond					
6.	Academ	ic year / semester	Fift	h/First	7.	Numb credit		4	
8.	Professo	or (s)		f. PhD Trajko tlievska	Mice	ski, Ass	. Prof. Ma	rgarita	
9.	Require the Cour	ments for enrollmen rse	nt						
	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 prog	ram:						
	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	g methods:							
	Methods	of oral and written e	xposure						
13.		ailable time	1	120					
14.		tion of available tim	ne	2+1+1					
15.		f teaching / activities	15.1.	lectures / the contact teac				2 hours	
]					,			
				e-teaching					

16.	Other forms of activites	15.2. 16.1. 16.2.	practical exercises, e-exams, preparation of independent seminar work		1	hours	
		16.3.	Home learning			1 hour	
17.	Method of assessment						
	17.1. Tests / oral exams	70 points					
	17.2. Seminars (paper / pr written and/or oral)						
	17.3. Activity and participa	ation		20 points			
18.	Assessment Criteria (points	s/	up 50 points	5	(five)	(F)	
	score)		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 / stud	dy 🛛	Macedonian, English				
21.	Method of monitoring the quality of teaching	Ś	Self-evaluation				

22.	Literat	ure								
		Requ	ired literature							
		No.	Author	Title	Publisher	Year				
	22.1.	1.	Јаќовски 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				
		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.								

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 7. Newber of credits Professor (s) Prof. PhD Riste Temjanovski 4 8. Professor (s) Prof. PhD Riste Temjanovski 4 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 4 10. Purposes of the curriculum (competencies): 1 1 1 11. Content of the course program: 120 1 1 12. Learning methods: Methods of oral and written exposure 1 1 1 1 13. Total available time 1 2 1 2 hours 14. Distribution of available time 1 1 contact teaching, e-teaching 2 hours 15. Forms of activites 16.1. Project tasks <	Ann	nex No.3	Progran	n of tl	he	Course - seco	ond c	ycle s	tudies		
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 7. Academic year / semester Fifth/First 7. Number of credits 4 8. Professor (s) Prof. PhD Riste Temjanovski 4 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 4 10. Purposes of the curriculum (competencies): 1 1 11. Content of the course program: 120 1 12. Learning methods: Methods of oral and written exposure 120 2 hours 13. Total available time 120 2 hours 14. Distribution of available time 24.1+1 2 hours 15. Forms of teaching / learning activities 15.1. lectres / theoretical - contact teaching, e-teaching 2 hours 16.1. Project tasks 1 hours 16.2. Individual tasks <	1.	Title of t	he Course		RE	SEARCH MET	HOD	OLOG	Y		
4. Organizer of the study program (unit or institute, Faculty, department) Faculty od Economics 5. Cycle (first, second and third cycle) Second 6. Academic year / semester Fifth/First 7. Number of credits 8. Professor (s) Prof. PhD Riste Temjanovski 9. 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 9. 10. Purposes of the curriculum (competencies): 11. Content of the course program: 11. Content of the course program: 120 2 hours 12. Learning methods: 15.1. learning activities 2 hours 14. Distribution of available time 120 2 hours 15. Forms of teaching / learning activities 15.1. learning activities 15.2. 16. Other forms of activites 16.1. Project tasks 1 hours 16.2. Individual tasks 1 1 hours 17.1. Tests / oral exams 70 points 17.2. Seminars (paper / project - presentation: 10 points 17.2. Seminars (paper / project - presentation: 10 points	2.	Code		I	UG	D203212					
program (unit or institute, Faculty, department) Goce Delcev University - Stip 5. Cycle (first, second and third cycle) Second 6. Academic year / semester Fifth/First 7. Number of credits 4 7. Professor (s) Prof. PhD Riste Temjanovski 4 8. Professor (s) Prof. PhD Riste Temjanovski 4 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 4 10. Purposes of the curriculum (competencies): 1 1 1 11. Content of the course program: 120 1 1 12. Learning methods: Methods of oral and written exposure 120 1 1 13. Total available time 121 1 1 1 14. Distribution of available time 15.1. lectures / theoretical - contact teaching, e-teaching 2 hours 15. Forms of activites 16.1. Project tasks 1 hours 16.2. Individual tasks 1 1 16.3. Home learning 1 hours 17.1. Tests / oral exams 70 points	3.	Study P	rogram		MΒ	A- MANAGEM	IENT	4+1			
Faculty, department) Second 5. Cycle (first, second and third cycle) Second 6. Academic year / semester Fifth/First 7. Number of credits 8. Professor (s) Prof. PhD Riste Temjanovski 9. 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 9. 10. Purposes of the curriculum (competencies): 1 1 11. Content of the course program: 120 1 12. Learning methods: 120 1 Methods of oral and written exposure 120 1 1 13. Total available time 120 2 hours 14. Distribution of available time 2+1+1 2 hours 15. Forms of teaching / learning activities 15.1. lectures / theoretical and practical exercises, e-exams, preparation of independent seminar work 1 16. Other forms of activites 16.1. Project tasks 1 hours 17.1. Tests / oral exams 70 points 1 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 17.3.	4.				Faculty od Economics						
5. Cycle (first, second and third cycle) Second 6. Academic year / semester Fifth/First 7. Number of credits 4 7. Professor (s) Prof. PhD Riste Temjanovski 4 8. Professor (s) Prof. PhD Riste Temjanovski 4 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 4 10. Purposes of the curriculum (competencies): 1 1 11. Content of the course program: 120 1 12. Learning methods: Methods of oral and written exposure 120 1 13. Total available time 120 2 hours 14. Distribution of available time 2+1+1 2 hours 15. Forms of teaching / learning activities 15.1. lectures / theoretical - contact teaching, e-teaching 2 hours 16.1. Project tasks 1 hours 16.2. Individual tasks 1 hours 17.1. Test / oral exams 70 points 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 17.3. Activity and participation 20 points 5 (five) (F) 18. Assessment Criteria (points / score) 51 to 60 points 5 (five) (C)				(Go	ce Delcev Univ	ersity	′ - Stip			
cycle) Academic year / semester Fifth/First 7. Number of credits 4 8. Professor (s) Prof. PhD Riste Temjanovski 4 9. Requirements for enrollment the Course Prof. PhD Riste Temjanovski 5 10. Purposes of the curriculum (competencies): 1 1 11. Content of the course program: 120 12. Learning methods: 120 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 16.2. Individual tasks 1 16.2. Individual tasks 1 1 1 1 1 17.1. Tests / oral exams 70 points 10 points 10 points 17.2. Seminars (paper / project - presentation: written and/or oral) 20 points 5 (five) (F) 18. Assessment Criteria (points / score) 9 points 5 (five) (C)	_										
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8. 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 16. Other forms of activites 16.1. Project tasks 1 hours 16. Other forms of activites 16.1. Project tasks 1 hours 17. Method of assessment 16.2. Individual tasks 1 hours 17.1. Tests / oral exams 70 points 1 hours 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 10 points 17.3. Activity and participation 20 points 1 hour of the 60 points 6 (six) (E) 18. Assessment Criteria (points / score) up 50 points 5 (five) (F) 51 to 60 points 6 (six) (E) 18. It og0 points 8 (eight) (C) 81 to 90 points 9 (ni	6.	Academ	ic year / semester		Fift	n/First	7.			4	
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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. Forms of teaching / learning activities 15.2. theoretical and practical exercises, e-exams, preparation of independent seminar work 16.2. Individual tasks 16. Other forms of activites 16.1. Project tasks 1 hours 17. Method of assessment 16.2. Individual tasks 1 hours 17.1. Tests / oral exams 70 points 1 hours 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 17.3. Activity and participation 20 points 5 18. Assessment Criteria (points / score) 10 points 7 5 (iv) (F) 18. Optionts 8 6 (Six) (E) 61 to 70 points 7 (seven) (D)	9.			nt							
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. Forms of teaching / learning activities 15.1. lectures / theoretical and practical exercises, e-exams, preparation of independent seminar work 2 hours 16. Other forms of activites 16.1. Project tasks 1 hours 17. Tests / oral exams 70 points 1 hours 17.1. Tests / oral exams 70 points 10 points 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 20 points 17.3. Activity and participation 20 points 5 (five) (F) 18. Assessment Criteria (points / score) up 50 points 5 (gipt) (C) 81 to 90 points 9 (nine) (B)											
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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 16.1. Project tasks 1 hours 16. Other forms of activites 16.1. Project tasks 1 hours 17. Method of assessment 16.3. Home learning 1 hours 17.1. Tests / oral exams 70 points 10 points 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 10 points 17.3. Activity and participation 20 points 5 (five) (F) 18. Assessment Criteria (points / score) up 50 points 5 (five) (C) 18. Assessment Criteria (points / score) up 50 points 8 (eight) (C) 17.1 to 80 points 8 (eight) (C) 81 to 90 points 9 (nine) (B)	12.	Learning	g methods:								
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. Forms of teaching / learning activities 15.1. lectures / theoretical - contact teaching, e-teaching 2 hours 16. Itheoretical and practical exercises, e-exams, preparation of independent seminar work 16.1. Project tasks 1 hours 16. Other forms of activites 16.1. Project tasks 1 hours 16.2. Individual tasks 1 hours 1 hours 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) 18. Ksesses 1 to 90 points 8 (eight) (C) 17.1 to 80 points 9 (nine) (B)		Methods	of oral and written e	expos	ure						
15. Forms of teaching / learning activities 15.1. lectures / theoretical - contact teaching, e-teaching 2 hours 15. Isaning activities 15.1. lectures / theoretical and practical exercises, e-exams, preparation of independent seminar work 2 hours 16. Other forms of activites 16.1. Project tasks 1 hours 17. Method of assessment 16.2. Individual tasks 1 hours 17.1. Tests / oral exams 70 points 1 hours 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)	13.										
learning activities contact teaching, e-teaching 15.2. theoretical and practical exercises, e-exams, preparation of independent seminar work 16. Other forms of activites 16.1. 16. Other forms of activites 16.1. 16.2. Individual tasks 16.2. 16.3. Home learning 1 hours 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)	14.	Distribu	tion of available tim	ne		2+1+1					
interview e-teaching interview interview interview <td>15.</td> <td>Forms o</td> <td>f teaching /</td> <td>15.1</td> <td>1.</td> <td>lectures / the</td> <td>oretio</td> <td>cal -</td> <td>2</td> <td>hours</td>	15.	Forms o	f teaching /	15.1	1.	lectures / the	oretio	cal -	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. Other forms of activites 16.1. Project tasks 1hours 17. Method of assessment 16.3. Home learning 1 hours 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) 10 for to so 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)		learning	ig activities			contact teaching,					
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16. Other forms of activites 16.1. Project tasks 1hours 16. Other forms of activites 16.1. Project tasks 1hours 16.2. Individual tasks 16.2. Individual tasks 1hours 17.1. Tests / oral exams 16.3. Home learning 1 hours 17.2. Seminars (paper / project - presentation: written and/or oral) 10 points 10 points 17.3. Activity and participation 20 points 10 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)						-		-			
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17.1.Tests / oral exams70 points17.2.Seminars (paper / project - presentation: written and/or oral)10 points17.3.Activity and participation20 points18.Assessment Criteria (points / score)up 50 points5 (five) (F)61 to 70 points6 (six) (E)61 to 70 points7 (seven) (D)71 to 80 points8 (eight) (C)81 to 90 points9 (nine) (B)				16.3	3.	Home learnin	g			1 hour	
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18.Assessment Criteria (points / score)up 50 points5 (five)(F)51 to 60 points6 (six)(E)61 to 70 points7 (seven)(D)71 to 80 points8 (eight)(C)81 to 90 points9 (nine)(B)				rojec	:t -	presentation:	_		10	points	
score) 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)		17.3. A	ctivity and particip	ation					20	points	
S1 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)	18.		nent Criteria (point	s/					(five)	(F)	
71 to 80 points 8 (eight) (C) 81 to 90 points 9 (nine) (B)		score)				51 to 60 p	oints	6	(six)	(E)	
81 to 90 points 9 (nine) (B)						•			• •		
91 to 100 points 10 (ten) (A)						-			· ·		
						91 to 100 p	oints	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.	Literat	ure								
		Requi	ired literature							
		No.	Author	Title	Publisher	Year				
	22.1.	1.	Б. Крстев	Методологија на НИ	УГД-скрипта					
		2.	Ц.Мојановски	Методологија на НИ	УКИМ- учебник					
		3.								
		Additional literature								
		No.	Author	Title	Publisher	Year				
	22.2.	1.								
		2.								
		3.								

Ann	ex No.3	Program of	the Course - seco	ond	cycle studies			
1.	Title of t	he Course	APPLIED DATA	ANA	LYSIS			
2.	Code		UGD202312					
3.	Study P	rogram	MBA- MANAGEN	1EN	T 4+1			
4.	Organize	er of the study	Faculty od Econor	nics	;			
		(unit or institute, department)	Goce Delcev University - Stip					
5.	Cycle (fi cycle)	rst, second and third	Second					
6.	Academ	ic year / semester	Fifth/First	7.	Number of credits	4		
8.	Professo	or (s)	Prof. PhD Tatjana	Ata	nasova Pacemsk	a		
9.	Require	ments for enrollment						
	the Cou	rse						
10.	the Course10.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 							
11.	Content	of the course program	ו:					
		he common (theoretical nethods of realization, th				goals,		

	 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, Exel, Mathematica according to the specific needs of different scientific fields) 							
12.	Learning methods:							
	Methods of oral and written e	xposu	re					
13.	Total available time		120					
14.	Distribution of available tim	-	2+2+1					
15.	5				2	hours		
	learning activities							
		e-teaching						
		15.2.						
			practical exercises,					
			e-exams, preparatio	on				
			of independent seminar work					
16.	Other forms of activites	16.1.			1	hours		
10.					·	nouro		
		16.2.	Individual tasks					
		16.3.	Home learning		1 hour			
17.	Method of assessment							
	17.1. Tests / oral exams				70 p	oints		
	17.2. Seminars (paper / p	roiect	- presentation:		-	oints		
	written and/or oral)	,,	P					
	17.3. Activity and particip	ation			20 p	oints		
18.	Assessment Criteria (point	s /	up 50 points	5	(five)	(F)		
	score)		51 to 60 points	6	(six)	(E)		
			61 to 70 points	7	(seven)	(D)		
			71 to 80 points	8	(eight)	(C)		
		9	(nine)	(B)				
		F	91 to 100 points	10	(ten)	(A)		
19.	Signature requirement and		Achieved result of 60%	from	the three			
	passing the final exam		colloquia and the final e	exam				
20.	Language of teaching / stud	-	Macedonian, English					
21.	Method of monitoring the quality of teaching		Self-evaluation					

	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.	Солдиќ – Алексиќ Ј.	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				
	Additional literature								
	No.	Author	Title	Publisher	Year				
22.2.	1.	Montgomery, D.C.	Design and Analysis of Experiments	John Wiley and Sons Inc., New York	2001				
	2.								
	3.								

Ann	ex No.3	Program of	the Course - sec	ond	cycle studies		
1.	Title of t	he Course	ORGANIZATION	AL E	BEHAVIOUR		
2.	Code						
3.	Study P	rogram	MBA- MANAGEN	1EN [°]	T 4+1		
4.		er of the study	Faculty od Econor				
		(unit or institute, department)	Goce Delcev University - Stip				
5.	cycle)	rst, second and third	Second				
6.	Academ	ic year / semester	Fifth/Second	7.	Number of credits	6	
8.	Professo	or (s)	Prof. PhD Trajko I Violeta Madzova	Vice	ski, Ass. Prof. Pl	٦D	
9.	Require	ments for enrollment					
	the Cou						
10.	The aim people ir focuses motivatio	s of the curriculum (co of this course is to help the today's complex o its attention to the fo n, groups and behavior culture and organization	p students in under rganizations. The s Ilowing questions: of groups, leadersh	yllat the	ous of this cours man as an in	e mainly dividual,	
11.	Content	of the course progran	n:				
		ion; Organizational be l; Organizational beha	-				

	-	ization; Motivation; ership; The nature of th				id th	ne organiz	ation;
12.	Learn	ing methods:						
	Metho	ds of oral and written e	expos	ure)			
13.		available time			156			
14.		bution of available tir			2+2+1		T	
15.	Forms of teaching / 15				lectures / theoretica	al -	2	hours
	learni	ng activities			contact teaching,			
					e-teaching			
			15.2	2.	theoretical and			
					practical exercises,	,		
					e-exams, preparation of independent seminar work	on		
16.	Other	forms of activites	16.1		Project tasks		2	hours
			16.2	2.	Individual tasks			
			16.3	3.	Home learning		1	hour
17.	Metho	od of assessment					•	
	17.1.	Tests / oral exams					70 p	oints
	17.2.	Seminars (paper / p written and/or oral)	orojec	t -	presentation:		10 p	oints
	17.3.	Activity and particip	oation				20 p	oints
18.		ssment Criteria (point	ts /		up 50 points	5	(five)	(F)
	score)			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.	•	ture requirement and	1	A	chieved result of 60%	from	the three	
		ng the final exam			olloquia and the final e	exam		
20.	Langu	uage of teaching / stu	ıdy	Μ	acedonian, English			
21.		od of monitoring the y of teaching		S	elf-evaluation			

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

	Addit	ional literature			
	No.	Author	Title	Publisher	Year
22.2.	1.	Kinicki, Angelo, Robert Kreitner	Organizational Behavior, key conncepts, 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 course	28			
CODE	COURSE	Credits	Classe s	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 cour	ses (choose 2)			
		Credits	Classe	Total
CODE	COURSE		S	(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
Fotal credits	from elective courses	8	4+2+2	240

Total credits	in the first semester	30	12+8+7	828
II semester -	first year		11	
Core courses	3			
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 cou	rses (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	5			
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 cou	rses (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 - Core courses	- Second year			
CODE	COURSE	Credits	Classes	Total (PT)*
	DISSERTATION	30	0+0+30	900
Total credits	in the fourth semester	30		

Ann	ex No.3 Program of the	Course - first/seco	ond/t	hird cycle studie	s		
1.	Title of the Course	Management and	lead	lership			
2.	Code	4EK200312					
3.	Study Program	MBA Managemer	nt 3+2	2			
4.	Organizer of the study program	University Goce	Delce	V			
	(unit or institute, Faculty,	Faculty of Econor	nics				
	department)	Department of Ma	anage	ement			
5.	Cycle (first, second and third cycle)	Second cycle	Second cycle				
6.	Academic year / semester	Fourth year/ first semester	7.	Number of credits	8		
8.	Professor (s)	PhD Trajko Mices	ski/ P	hD Violeta Madzo	va		
9.	Requirements for enrollment the Course	Principles of ecor faculty knowledge		s, and other appro	opriate		
10.	Purposes of the curriculum (co	mpetencies):					
	levels of management (planr controlling), the role of manager	tudents in understanding the modern features and ng, organizing, coordinating, motivating and , understanding ourselves and future horizons of lopment and modern trends in the management of					

	organi	organizational entities.								
11.	Conte	nt of the course progra	m:							
	ma (pl Mo De int	 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.	Learn	ing methods:								
		 Method of writter 	n and	oral	presentation					
13.	Total	available time			216					
14.	Distril	bution of available time			3+2+2					
15.	Forms of teaching / learning15.1.lectures / theoretical - contact teaching, e-teaching				-		3			
			15.2		heoretical and prac exercises,	tical				
				i	e-exams, preparatio ndependent semina vork					
16.	Other	forms of activities	16.1	I. Project tasks				nours		
			16.2	2. Individual tasks			2	nours		
			16.3	. F	lome learning		2	nours		
17.	Metho	od of assessment	1				I			
	17.1.	Tests / oral exams					70 p	oints		
	17.2.	Seminars (paper / pro and/or oral)	ject -	pres	sentation: written		10 p	oints		
	17.3.	Activity and participati	on				20 p	oints		
18.		sment Criteria (points /			up 50 points	5	(five)	(F)		
	score)			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)		
	<u>.</u>	· · · · · · · · · · · · · · · · · · ·		<u> </u>	91 to 100 points	10	(ten)	(A)		
19.	-	ture requirement and ng the final exam		Achieve success by 60% from the three colloquiums or written exam						
20.	Langu	age of teaching / study		Ma	cedonian, English					
21.	Metho	od of monitoring the qua	ality	Sel	f-evaluation					

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

Anr	nex 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	University Goce Delcev			
	(unit or institute, Faculty, department)	Faculty of Economics Department of Management			
5.	Cycle (first, second and third cycle)	Second cycle			
6.	Academic year / semester	Fourth / first7.Number of credits8			
8.	Professor (s)	PhD Risto Fotov / PhD Krste Sajnovski			

9.	Requi	rements for enrollment ourse						
10.	Purpo	ses of the curriculum (compe	eter	ncies):			
	manag the pr	tention of the lectures is t gement with financial ass ocess of financial decision ons have regarding the es	sets in on ma	the king	e enterprise, to enab g and to explain the	ole the influe	em to unde ence that fin	rstand
11.	Conte	ent of the course program	m:					
	Finand Basic Long t	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.	Learn	ing methods:						
		 Method of writter 	n and	oral	presentation / interp	retatio	on	
13.	Total	available time			216			
14.	Distri	bution of available time			3+2+2			
15.	Form: activit	s of teaching / learning ties	15.1		ectures / theoretica contact teaching,	ıl -		2
					e-teaching			
			15.2		theoretical and			
					practical exercises,			
				i	e-exams, preparatio independent semina work			
16.	Other	forms of activities	16.1	.	Project tasks			hours
			16.2		ndividual tasks			hours
			16.3	. I	Home learning		2	hours
17.	Metho	od of assessment	1				•	
	17.1.	Tests / oral exams					70 p	ooints
	17.2.	Seminars (paper / pro and/or oral)	/ project - presentation: written 10 points					
	17.3.	Activity and participati	on				20 p	ooints
18.		sment Criteria (points /			up 50 points	5	(five)	(F)
	score)			51 to 60 points	6	(six)	(E)
			ļ		61 to 70 points	7	(seven)	(D)
			ŀ		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 colloquies or the writter			three
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.	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.								
		Additional literature								
		No.	Author	Title	Publisher	Year				
	22.2.	1.	Arsov Saso	Financial management	Faculty of Economics - Skopje	2008				
		2.	Ross, Stephen, R. Westerfield, J. Jaffe	Corporate Finance	McGraw-Hill Irwin,	1999				
		3.								

Anı	nex No.3	Program of the C	Course - first/secc	ond/t	hird cycle studies	i	
1.	Title of the	Course	Advanced econor	mics			
2.	Code		4EK200112				
3.	Study Prog	ram	MBA Management 3+2				
4.	-	f the study program itute, Faculty,)	University Goce I Faculty of Econor Department of Ma	mics			
5.	Cycle (first, cycle)	second and third	Second cycle				
6.	Academic y	ear / semester	Fourth / first	7.	Number of credits	6	

8.	Professor (s)	Pr	D Krume Nikoloski					
9.	Requirements for enrollment the Course							
10.	Purposes of the curriculum (c	es of the curriculum (competencies):						
	companies optimize and maxin Why economics is the science of central economic problem; W regulating business domain a macroeconomic aggregates: of savings, investments, exchange their links and interdependencies macroeconomic policies and t economic cycle.	To show how in market conditions consumers maximize satisfaction and production companies optimize and maximize profits by acting in different market structures; <i>Why</i> 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 heir links and interdependencies; understand core possibilities and limitations of key macroeconomic policies and the manner of their use in different phases of the						
11.	Content of the course program							
	Introduction to Economic Science of supply and demand; Theory of production; Cost analysis; mark oligopoly; factors of production a Government and business - mai macroeconomic concepts; gross growth and productivity; econom Cash and banks; inflation and u international economics - international balance of payments; exchange	of consu et struct and mai rket failu s domes nic cycle nemplo ational e	imer choice; basics of the the tures - perfect competition, re- kets down prices of capital, ures and state economic reg stic and gross national produ- e; consumption, savings and yment; Fiscal and monetary exchange of goods and prod	heory of monopoly, land and labor; gulation; Key uct; economic l investment; policy; duction factors;				
12.	Learning methods:							
	 Method of writter 	n and or	al presentation / interpretation	on				
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				
			nome learning	2 110013				

	17.1.	Tests / oral exams			70 p	ooints
	17.2.	Seminars (paper / project - and/or oral)		10 p	ooints	
	17.3.	Activity and participation			20 p	ooints
18.	Asses	ssment Criteria (points /	up 50 points	5	(five)	(F)
	score)	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.	-	ture requirement and ng the final exam	Achieved success from colloquies or the writter			ee
20.	Langu	uage of teaching / study	Macedonian, English			
21.	Metho of tea	od of monitoring the quality ching	Self-evaluation			

22.	Literat	ure									
		Required literature									
		No.	Author	Title	Publisher	Year					
	22.1.	1.	Taki Fiti	Basic macroeconomics	Faculty of Economics, Skopje	2004					
		2.	Taki Fiti	Basic microeconomics	Faculty of Economics, Skopje	2004					
		3.									
		Additional literature									
		No.	Author	Title	Publisher	Year					
	22.2.	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	INFORMATION SYSTEM MANAGEMENT					
2.	Code	4EK200812					
3.	Study Program		MANAGEMENT FOR BUSINESS AND ADMINISTRATION - MBA				
4.	Organizer of the study program	University Goce Delcev					
	(unit or institute, Faculty,	Faculty of economics					
	department)	Department of					
5.	Cycle (first, second and third	Second cycle					
	cycle)						
6.	Academic year / semester	fifth/first7.Number of4					
				credits			
8.	Professor (s)	-	inovs	ski, associate profes	ssor		
9.	Requirements for enrollment the Course	no					
10.	Purposes of the curriculum (comp	petencies):					
	and distribution of the information process, students will learn about approach, the theory of information a the internal organization of knowledg and their appropriate use for work in teams with operating abilities of contemporary information systems	t the basics of sy and information syst ge and communicat improvement of t Ultin s for the purpose of	stems ion ir he mate func	analysis and system Also, they will und contemporary enternanagement's eff ly, students will be stion, use and impro-	erprises ficiency. able to ovement		
11.	Content of the course program:						
	The informational revolution information society)	(Intangible resource	s – t	he foundation of the	9		
	System design (Systematic	thinking and system	atica	approach)			
	System analysis						
	 Information (Definition conce information, quality of information) 	-	ema	ntic rules, transfer o	of		
	 Information systems (The hu systems in business organization) 	•	form	ation system, inforn	nation		
	 Information systems and the process of information) 	organization (Organization of communication					
	 Information system manager information systems at different dimension in the process of r 	ent management lev	els,	the informational			
	Economics of the information	n systems					
	 Strategy elements for buildin 	g and development	of in	formation systems			
	 Design of new information sy 	rstems					

12.	Learning methods:					
	-Oral and writhing examination					
10	Total available time		100 h a			
13.	Distribution of available time		120 hours			
14.		45.4	2+1+1 per week			
15.	Forms of teaching / learning activities	15.1.	lectures / theoretical contact teaching,	-		2 hours
			e-teaching			
		15.2.	-	tical		
			exercises,			
			e-exams, preparation			
			independent semina	r		
16.	Other activities	46.4	work			1 hour
10.	Other activities	16.1.				1 nour
		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 / proje	ect - pr	resentation: written		10) points
	and/or oral)					
	17.3. Activity and participation	on) points
18.	Assessment Criteria (points /		up 50 points	5	(five)	(F)
	score)		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 achieveme	ent on	partial and	final
20.	Language of teaching / study		exams Macedonian, English			
20. 21.	Method of monitoring the qual		Self-evaluation			
21.	of teaching		Jeii-evalualiUII			

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

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

Ann	nex No.3 Program of the	e 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	n University Goce Delcev					
	(unit or institute, Faculty,	Faculty of Economics					
	department)	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 (co	ompetencies):					
	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):					

	 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: Method of written and oral presentation / interpretation 							
13.								
14.		bution of available time		2+1+1				
15.				 lectures / theoretica contact teaching, e-teaching 	ıl -		2	
	15.			<u> </u>				
16.	Other forms of activities 16.					hours		
	e the		16.2				hours	
			16.3	3. Home learning		1	hours	
17.		od of assessment			r			
	17.1.	Tests / oral exams				-	oints	
	17.2.	Seminars (paper / proj and/or oral)		presentation: written		-	ooints	
10		Activity and participati			_	-	oints	
18.	Asses score	ssment Criteria (points /)	-	up 50 points	5	(five)	(F)	
		/	-	51 to 60 points 61 to 70 points	6 7	(six) (seven)	(E) (D)	
			-	71 to 80 points	8	(eight)	(D) (C)	
			-	81 to 90 points	9	(nine)	(B)	
			-	91 to 100 points	10	(ten)	(A)	
19.	•	ture requirement and ng the final exam		Achieved success from colloquies or the writter	60%	from the thr	. ,	
20.	-	lage of teaching / study		Macedonian, English				
21.		od of monitoring the qua		Self-evaluation				

22.	Literature

	Requ	ired literature							
	No.	Author	Title	Publisher	Yea				
	1.	Milutin Cirovic	Monetary economy	Beograd,	1998				
22.1.	2.	Aleksandar Zivkovic, d-r Gradimir Kozetinac,	Monetary economy	Ekonomski fakultet Belgrad, 2008	2008				
	3.								
	Additional literature								
	No.	Author	Title	Publisher	Yea				
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.								

Ann	nex 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 progr (unit or institute, Faculty, department)	am University Goce Delcev Faculty of Economics Department of Management
5.	Cycle (first, second and thire cycle)	d Second cycle
6.	Academic year / semester	Fourth / first 7. Number of 4 credits
8.	Professor (s)	PhD Trajko Miceski / PhD Margarita Matlievska
9.	Requirements for enrollmen the Course	t
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.	Learn	ing methods: – Method of writter	n and	oral	presentation / interp	retatio	on		
13.	Total	available time			120				
14.									
15.	Forms	s of teaching / learning	15.1		ectures / theoretica contact teaching,	I -		2	
					e-teaching				
			15.2		heoretical and				
					practical exercises,				
				i	e-exams, preparatio ndependent semina vork				
16.	Other	forms of activities	16.1	. F	Project tasks			hours	
			16.2		ndividual tasks		1	hours	
			16.3	. ŀ	lome learning		1	hours	
17.	Metho	od of assessment							
	17.1.	Tests / oral exams					70 p	oints	
	17.2.	17.2. Seminars (paper / project - presentation: written 10 points and/or oral)						oints	
	17.3.	Activity and participati			20 p	oints			
18.		sment Criteria (points /			up 50 points	5	(five)	(F)	
	score)	Ī		51 to 60 points	6	(six)	(E)	
			Ī		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 colloquies or the writter			hree	
20.	Language of teaching / study	f teaching / study Macedonian, English				
21.	Method of monitoring the quality of teaching	Self-evaluation				

22.	Literat	ure								
		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.								

Anr	nex No.3 Program of the C	Course - first/secc	ond/t	hird 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 I Faculty of Econor Department of Ma	nics				
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 (c	compe	petencies):				
	The subject discipline has the calculation of costs and cal incorporates a number of princ and data for further use in the decision making, periodic scheor	lculatio iples, r proce	on met ss	of cost performan hods, and procedur of preparing financia	ces. es of al stat	Such a pr determining	ocess costs
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:						
	Mothod of writter	o ond o	rol	proportation / intern	rototi		
13.	Total available time	i anu u	Jai	presentation / interp	netallo		
14.				2+1+1			
15.	Forms of teaching / learning	15.1.				2	
	activities		contact teaching,				
				e-teaching			
		15.2.	5.2. theoretical and practical exercises,				
			-	e-exams, preparatio			
			i	ndependent semina work			
16.	Other forms of activities	16.1.	. Project tasks			hours	
		16.2.	Individual tasks		1 hours		
		16.3.	ł	Home learning		1	hours
17.	Method of assessment						
	17.1. Tests / oral exams					70 p	ooints
	17.2. Seminars (paper / project and/or oral)			sentation: written		10 p	ooints
	17.3. Activity and participati	on				20 p	ooints
18.	N N			up 50 points	5	(five)	(F)
	score)			51 to 60 points	6	(six)	(E)
				61 to 70 points	7	(seven)	(D)
		Ļ		71 to 80 points	8	(eight)	(C)
		Ļ		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.	Literat	ure								
		Requ	ired literature							
		No.	Author	Title	Publisher	Year				
	22.1.	1.	Markovski, Slobodan	Cost of Business Intelligence	Science book, Belgrade	2001				
		2.	M. Galogaža:	Management of costs (costs theory),	Novi Sad	2005				
		3.								
		Additional literature								
		No.	Author	Title	Publisher	Year				
	22.2.	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.								

Anı	nex No.3 Program of the C	Course - first/seco	ond/t	hird cycle studie	S
1.	Title of the Course	Organizational b	eha	vior	
2.	Code	4EK201012			
3.	Study Program	MBA Managemer	nt 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			ova
9.	Requirements for enrollment the Course	Basics of marketin	ng		

10.	Purpos	ses of the curriculum (comp	eter	ncies):			
	The ai people focuse groups	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.	Conter	nt of the course program	m:					
	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.	Learni	ng methods:						
		 Method of writter 	n and	oral	I presentation / interp	oretatio	on	
13.	Total a	vailable time			216			
14.	Distrib	oution of available time			3+2+2			
15.		of teaching / learning	15.1		ectures / theoretica	ı l -		3
	activiti	ies			contact teaching,			
		e-teaching						
	15.2. theoretical and		neoretical and practical exercises,					
				e	e-exams, preparatio independent semina work	on of		
16.	Other	forms of activities	16.1	. 1	Project tasks		hours	
			16.2	2. I	ndividual tasks		2	hours
			16.3	5. I	Home learning		2	hours
17.	Metho	d of assessment						
	17.1.	Tests / oral exams					70 p	ooints
	17.2.	Seminars (paper / proj and/or oral)	ject -	pre	sentation: written		10 p	ooints
	17.3.	Activity and participati	on				20 p	ooints
18.		Assessment Criteria (points /			up 50 points	5	(five)	(F)
	score)				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.	-	ure requirement and g the final exam			hieved success from loquies or the written			ee
	μασοιι			501		. chan	-	

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

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

Anr	nex No.3	Program of the C	Course - first/secc	ond/t	hird cycle studie	S	
1.	Title of the Co	urse	Small Business Management				
2.	Code		4EK200512				
3.	Study Program	n	MBA Managemer	nt 3+	2		
4.	Organizer of th (unit or institu department)	ne study program te, Faculty,	University Goce Delcev Faculty of Economics Department of Management				
5.	Cycle (first, se cycle)	cond and third	Second cycle				
6.	Academic yea	r / semester	Fourth / second	7.	Number of credits	8	
8.	Professor (s)		PhD Risto Fotov				
9.	Requirements	for enrollment					

	the Co	ourse						
10.	Purpo	eses of the curriculum (compe	ter	cies):			
	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.	Conte	ent of the course progra	m:					
	enterp small	business and economics, prise planning; Organization business; Social responsi mall enterprises.	on of si	mal	I enterprise; Success	ses ar	nd failures of	:
12.	Learn	ing methods:						
		 Method of writter 	n and c	oral	presentation / interp	retatio	on	
13.	Total available time216							
14.		bution of available time			3+2+2			
15.	Form: activit	s of teaching / learning	15.1.		ectures / theoretica	I -		3
	activit	lies			ontact teaching, -teaching			
			15.2.		heoretical and prac	tical		
			10.2.		exercises,	lioui		
				i	e-exams, preparatio ndependent semina vork			
16.	Other	forms of activities	16.1.	F	Project tasks		I	hours
			16.2.	I	ndividual tasks		2	hours
			16.3.	ŀ	lome learning		2	hours
17.	Metho	od of assessment						
	17.1.	Tests / oral exams					70 p	oints
	17.2. Seminars (paper / project - and/or oral)			ores	sentation: written		10 p	ooints
	17.3.Activity and participation20 point				oints			
18.		sment Criteria (points /			up 50 points	5	(five)	(F)
	score)			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 colloquies or the written			three
20.	Language of teaching / study	Macedonian, English			
21.	Method of monitoring the quality of teaching	Self-evaluation			

	Requ	ired literature				
No. Au		Author	Title	Publisher	Year	
	1.	Suklev Bobek	Small business Management, Third edition	Faculty of Economy, Skopje	2003	
22.1.	2.	Thomas W.Zimmerer, Norman M.Scarborough	Essentials of entrepreneruship and small business management, fourth edition	Pearson- Prentice Hall,Inc.,Upp er Saddle River, New Jersey	2005	
	3. Addit	ional literature				
	No.	Author	Title	Publisher	Year	
22.2.	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

1. 2. 3. 4.	Title of the Course Code	St	rategic manag	ement							
3.	Code				Strategic management						
		4E	K200612								
4.	Study Program	M	MBA Management 3+2								
	Organizer of the study progra	m Ur	niversity Goce E	Delcev							
	(unit or institute, Faculty,	Fa	aculty of Econor	nics							
	department)	De	epartment of Ma	anagement							
5.	Cycle (first, second and third	Se	econd cycle								
	cycle)										
6.	Academic year / semester	Fo	ourth / second	7. Numb		6					
-				credit	-						
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	m:									
	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 writter 	n and oi		/ interpretat	ion						
13.	Total available time		156								
14.	Distribution of available time		2+2+1	<u> </u>							
15.	Forms of teaching / learning activities	15.1.	lectures / the contact teach			2					
	activities		e-teaching	iing,							
		15.2.	theoretical ar	ad practical							
		15.2.	exercises,	iu practical							
			e-exams, pre	paration of							
			independent work	-							
16.	Other forms of activities	16.1.	Project tasks			hours					
		16.2.	Individual tas	sks		1 hours					

			16.3.	Home learning		2	hours		
17.	Metho	od of assessment							
	17.1.	Tests / oral exams		70 p	ooints				
	17.2.	Seminars (paper / pro and/or oral)	ject - p	resentation: written		10 p	ooints		
	17.3.	Activity and participati	on			20 p	ooints		
18.	Asses	sment Criteria (points /		up 50 points	5	(five)	(F)		
	score)		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.	-	ture requirement and ng the final exam		Achieved success from 60% from the three colloquies or the written exam					
20.	Langu	uage of teaching / study	Ν	Macedonian, English					
21.	Metho of tea	od of monitoring the qua ching	ality S	Self-evaluation					

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

Ann	ex No.3	Program of t	the Cou	e Course - first/second/third cycle studies					
1.	Title of th	ne Course	Er	trepreneurship					
2.	Code		4E	K201212					
3.	Study Pr	ogram	M	BA-Management	3+2				
4.	Organize	er of the study program	Ur	niversity Goce Del	cev				
	(unit or in departme	nstitute, Faculty, ent)	Fa	culty of Economic	cs				
5.	Cycle (fir	st, second and third cyc	le) Se	cond cycle					
6.	Academi	c year / semester	se	second/ fourth 7. Number of 4 credits					
8.	Professo	or (s)	Pr	ofessor PhD Risto	o Fot	ov			
9.	Requiren Course	nents for enrollment the	Ma	anagement					
10.	Purposes	s of the curriculum (com	petenci	es):					
	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:							
	communi ownershij Insurance	neurship- present and past, cation skills and problem s p, development of business e of the business, setting m gies, juristic, ethical and so	olving s s plan, i harketing	kills, entrepreneu dentification of the g goals, Financial	urs ai e ma man	nd market rket needs agement,	economy, s, financing usage of	types of and	
12.	Learning	methods: Method of oral	and me	thod of written int	erpre	etation			
13.		ailable time		120					
14.		ion of available time	45.4	2+1+1				0	
15.	Forms of activities	f teaching / learning	15.1.	lectures / theor contact teachin		al -		2	
	activities			e-teaching	'9,				
			15.2.	theoretical and exercises,	prac	ctical			
				e-exams, prepa independent se					
16.	Other form	ms of activities	16.1.	Project tasks				1	
			16.2.	Individual tasks	S				
			16.3.	Home learning				1	
17.	Method of	of assessment	•						

	17.1.	Tests / oral exams				70 points		
	17.2.	Seminars (paper / project - pre oral)	sentation: written and/or			10 points		
	17.3.	Activity and participation	Activity and participation					
18.	Asses	ssment 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.	_	ture requirement and passing nal exam	Achieved success from 60% from the three colloquies or the written exam					
20.	Langu	uage of teaching / study	Macedonian					
21.	Metho teach	od of monitoring the quality of ing	Self-evaluation					

22.	Literati	Literature										
		Requi	red literature									
		No.	Author	Title	Publisher	Year						
	22.1.	1. Allen, Kathleen and Meyer, Earl.		Entrepreneurship & Small Business Management Workbook.(First Edition).	Glencoe/McG raw-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/McG raw-Hill: Woodland Hills,CA.	2006						
		2.	Applied Education Systems.	Introduction to Business. (Version A).	Applied Educational Systems:Lititz , PA.	2008						

Annex No.3		Program o	of the Course - first/second/third cycle studies
1.	Title of t	he Course	E-business
2.	Code		4EK204412
3.	Study P	rogram	MBA-Management 3+2
4.	•	er of the study I (unit or institute,	University Goce Delcev-Stip Faculty of economics

	Faculty, department)									
5.	Cycle (first, second and the cycle)	hird II	cycle of studies							
6.	Academic year / semester	r Fo	ourth/Second	7.	Numb credit		4			
8.	Professor (s)		of.d-r Riste Ter	njan	ovski					
9.	Requirements for enrollm	ent /								
	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 pro	ogram:								
	in contemporary work. The way to meet the needs, mo the basic models of electron so on. Electronic business or shor in the development of inn organization and beyond, th should be considered only make these changes in management of e-business through the development of output procedures. Organiz new technologies through th resources. Such an appro- communications could be u involves optimizing the org	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 a	nd writin	g method of pre	esen	tation					
13.	Total available time		120							
14.	Distribution of available t	ime	2+1+1							
15.	Forms of teaching /	15.1.	lectures / the				2			
	learning activities		contact teacl	ning	,					
			e-teaching							
		15.2.	theoretical a	nd			1			
			practical exe	rcis	es,					
			e-exams, pre of independe seminar wor	ent	ation					
16.	Other forms of teaching activities	16.1.	Project tasks				1			
		16.2.	Individual tas	sks						
		16.3.	Home learnin	ng		1	1			

17.	Metho	od of assessment					
	17.1.	Tests / oral exams	70 scores				
	17.2.	Seminars (paper / proje written and/or oral)	10 scores				
	17.3.	Activity and participation	20 scores				
18.		ssment Criteria (points /	up 50 points	5 (five) (F)			
	score)	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.	Signa	ture requirement and	Success of 60% of th	e colloquiums and the final exam			
	passi	ng the final exam					
20.	Langu	uage of teaching / study	Macedonian, English				
21.		od of monitoring the y of teaching	Self-evaluation				

22.	Literat	ure							
		Requi	red literature						
	22.1.	Ordin al numb er	Author	Title	Publisher	year			
		1.	Riste Temjanovski	E-business	UGD	2012			
		2.	Kenet L. Laudon, Carol Gersio Traver	E-commerce	Ars Lamina	2010			
		3.							
		Additional literature							
		Ordin al numb er	Author	Title	Publisher	Year			
	22.2.	1.	Uros Tamara	E-commerce	BPS	2005			
		2.	Bjelic Predrag	E-commerce	Institut za medjunarodnu privredu	2000			
		3.							

Anr	Annex No.3 Program of the 0		ourse - first/second/third cycle studies			
1.	Title of t	he Course	PROMOTION			
2.	Code		4EK201112			
3.	Study Pr	ogram	MBA-MANAGEMENT 3+2			
4.	Organize	er of the study	University of Goce Delcev-Stip			

		am (unit or institute, ty, department)	F	acu	Ity of econom	ics				
5.	Cycle cycle	(first, second and thir	d I	l cyc	cle of studies					
6.	Acade	emic year / semester	F	our	rth/Second 7. Num			per of ts	4	
8.		ssor (s)	F	Prof.d-r Riste Temjanovski / Assistant Professor PhD Margarita Matlievska						
9.	Requi	irements for enrollmer ourse	nt							
10.		oses of the curriculum	(com	ompetencies):						
11.	use ar	asic postulates of this control of this control of promotes of the course program of the	tion as							
10	and in acces eleme comm econo relatio		operati vay to ix thro promotional nal sel	ions kno bugh tiona lling	. The goal c w the needs the study of al activities , sales promo	of th and f the or i tion a	e prog the ap proce ndividu and pul	ram is to oplication ss of ma ial spec	to clear of this arketing ifics of	
12.	3						ion			
13.	Total	available time			120					
14.	Distri	bution of available tim	e		2+1+1					
15.		Forms of teaching / 15.1 learning activities		c e	lectures / theoretical - contact teaching, e-teaching				2 часа	
			15.2	F e c	heoretical ar practical exer e-exams, pre of independe seminar work	ercises, eparation ent				
16.	Other activiti	forms of teaching ies	16.1		Project tasks				1 час	
			16.2		ndividual tas					
			16.3	. 1	Home learnin	g			1 час	
17.		od of assessment					- [
	17.1.	Tests / oral exams							одови балала	
	17.2.	Seminars (paper / pr written and/or oral)	oject	- pro	esentation:			10	бодови	
	17.3.	A attrative and a settation	ation	n				20 бодови		
		Activity and participa						20	оодови	
18.	Asses	ssment Criteria (points			up 50 p	oint	S		бодови five) (F)	
18.		ssment Criteria (points			51 to 60 p	oint	5	5 (6	five) (F) (six) (E)	
18.	Asses	ssment Criteria (points				oint: oint:	S 5	5 (6 7 (se	five) (F)	

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

	Required literature									
22.1.	No.	Author	Title	Publisher	year					
	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					
	1.	Winer S. Russell	Marketing Management	Prentice Hall, Inc., USA	2004					
22.2.	2.	Philip Kotler, Gary Armstrong, Jon Saunders, Veronica Wong	"Principles of Marketing", 3 rd European Edition	Pearson Education	2003					
	3.				l					

Annex N	lo.3						
		Program o	f the Course - fir	st/se	econd/third cyc	le studies	
1.	Title of th	e Course	Theory of decisi	on			
2.	Code		4EK204512				
3.	Study Pro	ogram	MBA-Manageme	nt 3-	+2		
4.	program	r of the study (unit or institute,	Faculty of economics University of Goce Delcev-Stip				
	Faculty, d	lepartment)					
5.	Cycle (firs cycle)	st, second and third	II cycle of studies				
6.	Academic	: year / semester	Fourth/Second	7.	Number of credits	4	
8.	Professo	r (s)	Prof d-r Riste Ter Assistant Profess			zova	
9.	Requirem the Cours	ents for enrollment					
10.	Purposes	of the curriculum (c	ompetencies):				
	The purpo	se of this course is to	familiarize students	s wit	h quantitative too	ols 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.	Conte	nt of the course pro	gram:					
	regres transp	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.	Learni	ng methods: : Oral a	and writi	ng method of presenta	ation			
13.	Total a	available time		120				
14.	Distrik	oution of available ti	ime	2+1+1				
15.		of teaching /	15.1.		al -	2		
	learnii	ng activities		contact teaching,				
				e-teaching				
			15.2.	theoretical and				
				practical exercises	,			
				e-exams, preparation	on			
				of independent				
				seminar work				
16.	Other f	forms of teaching	16.1.	Project tasks		1		
	activitie	35	16.2.	Individual tasks				
		16		Home learning		1		
17.	Metho	d of assessment				I		
	17.1.	Tests / oral exams				70 points		
	17.2.	Seminars (paper / written and/or oral)		- presentation:		10 points		
	17.3.	Activity and partici				20 points		
18.	Asses	sment Criteria (poir	nts/	up 50 points		5 (five) (F)		
	score)	••		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 91 to 100 points		9 (nine) (B) 10 (ten) (A)		
19.	-	ture requirement an	d S		e coll	oquiums and the final exam		
	-	ng the final exam		1				
20.		age of teaching / st	•	Macedonian				
21.		d of monitoring the		Self-evaluation				
	quality	/ of teaching						

22.	Literatu	lue
	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.				
	Additic	onal literature		·	
	No.	Author	Title	Publisher	Year
	1.	Gorgijoski B.	Theory of decision	EF	2003
22.2.	2.	Welch, David A	Decisions, Decisions: The art of Effective Decision Making	Prometheus books, New York	2001
	3.				

Annex No.3 Program o			f the Course -fir	st/s	econd/third cyc	le studies		
1.	Title of t	he Course	Human Resourc	еM	anagement			
2.	Code		4EK200412					
3.	Study P	rogram	MBA – Managem	ent	3+2			
4.	program	er of the study (unit or institute, department)	Economic Faculty					
5.	Cycle (fi cycle)	rst, second and third	II cycle of studies	1				
6.		ic year / semester	Fifth / III semester	7.	credits	8		
8.	Profess	or (s)	Prof. D-r Trajko M Margarita Matliev		ski/ Assistant Pro	ofessor PhD		
9.	Require the Cou	ments for enrollment rse						
10.	Purpose	es of the curriculum (c	ompetencies):					
	human r	ly of the subject matter a esources, understood a most important resourc manner.	s a process of exe	ecuti	ing a series of a	ctivities and functions		
11.	Content	of the course program	n:					
	Fundamentals of human resources management, Strategic management of Resources, introduction to the development of human resources, job analysis, resource planning, recruiting potential candidates, selection of candidates, staff tr employee performance evaluation, employee development, systems of earnings, stre understanding of stress management.							
12.		methods: Oral and writ		enta	ation			
13.	Total av	ailable time	216					

14.	Distribution of available tim	ne	3+2+2				
15.	Forms of teaching /	15.1.	lectures / theoretic	al -	3		
	learning activities		contact teaching,				
			e-teaching				
		15.2.	theoretical and				
			practical exercises	,			
			e-exams, preparati	on			
			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 / pr written and/or oral)	roject	- presentation:		10 scores		
	17.3. Activity and participa	ation			20 scores		
18.	Assessment Criteria (points	s/	under 50 scores		5 (five) (F)		
	score)		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)		
10			from 91 to 100scores		10 (ten) (A)		
19.	Signature requirement and passing the final exam		Success of 60% of th	e coll	oquiums and the final exam		
20.	Language of teaching / stud	dy	Macedonian, English				
21.	Method of monitoring the		Self-evaluation				
	quality of teaching						

22.	Literati	ure				
		Requi	red literature			
		No.	Author	Title	Publisher	year
	22.1.	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						
	Additional literature									
	No.	Author	Title	Publisher	Year					
22.2.	1.	Gary Dessler	Human Resource Management, 11th edition,	Prentice Hall- Florida	2008					
	2.									
	3.									

Annex	(No.3	Program	n of the	Course - firs	st/se	cond/th	ird cycle	studies		
1.	Title of t	he Course	Sta	tistics for bu	sines	SS				
2.	Code		4Eł	(201312						
3.	Study P	rogram	MB	A-Manageme	nt 3+	2				
4.	Organiz	er of the study	Uni	versity Goce [Delce	ev.				
		n (unit or institute, department)	Fac	culty of Econor	mics					
5.	Cycle (fi cycle)	rst, second and thi	rd II cy	I II cycle of studies						
6.	Academ	ic year / semester		Fifth year/ III 7. Number of 8 term credits						
8.	Profess	or (s)	Ful	l professor Tra	ajko N	Aiceski				
9.	Require the Cou	ments for enrollme	nt /							
10.	The subj is to qua problems discover	es of the curriculum ect enables understa lify the students to us s. With the applicatio , perceive and explai c appearances and p	anding o se the ba n of the in the reg	f the basic of s asic statistical statistical met gularities and	meth hodo	nods whi logy the	ile solving students	l business will be able to		
11.	economic appearances and phenomenon. 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	g methods: writing method of pr								
13.		ailable time	216							
14.	Distribu	tion of available tim	ne	3+2+2						
15.		f teaching / activities	15.1.	lectures / the contact teac				3 hours		

				e-teaching		
			15.2.	theoretical and		
				practical exercises	,	
				e-exams, preparation of independent seminar work	on	
16.	Other activiti	forms of teaching	16.1.	Project tasks		2 hours
	activiti	63	16.2.	Individual tasks		
		-		Home learning		2 hour
17.	Metho	od of assessment		<u> </u>		
	17.1.	Tests / oral exams				70 scores
	17.2.	Seminars (paper / p	oroject	- presentation:		10 scores
		written and/or oral)				
	17.3.	Activity and particip	oation			20 scores
18.	Asses	ssment Criteria (point	ts /	up 50 points		5 (five) (F)
	score)		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.	Signa	ture requirement and	s s	Success of 60% of the	e collo	equiums and the final exam
	passing the final exam					
20.	Langu	uage of teaching / stu	ıdy l	Vacedonian		
21.	Method of monitoring the			Self-evaluation		
	qualit	y of teaching				

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

Annex N		am of th	e Course - fir	st/second/t	hird cycl	e studies		
1.	Title of the Course	Ar	alysis of fina	ncial staten	nents			
2.	Code	4E	K201412					
3.	Study Program	M	BA-Manageme	nt 3+2				
4.	Organizer of the study program (unit or institute,		University Goce Delcev					
5.	Faculty, department) Cycle (first, second and th cycle)		aculty of Econo cycle of studies					
6.	Academic year / semester	· Fif	fth / III	7. Numb		8		
8.	Professor (s)	As	Professor PhD Risto Fotov / Assistant professor Olivera gjorgieva-Trajkovska					
9.	Requirements for enrollm the Course	ent	1					
10.	Purposes of the curriculu	m (com	petencies):					
11.	 The course is to assist students in understanding the meaning of the analysis of financial statements of enterprises, and it's 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. Content of the course program: 							
12	Introduction to the analysis Methods of analysis; Type financial statements and Statement; Statement of ca Analysis of financial statem Analysis of organizational a phased-functions.	s of ana other f ash flow ients for	alysis; Analysis orms of finar s; Analysis of specific indus	of Financi icial report financial sta tries; Analys	al Statem ng; Bala atements sis of ope	nents; Introduction to nce Sheet; Income in terms of inflation; ration of enterprises;		
12.	Learning methods:							
13.	Oral and writing method of Total available time	presenta	tion 216					
14.	Distribution of available ti	me	3+2+2					
15.	Forms of teaching / learning activities	15.1.	lectures / the contact teac e-teaching			3		
		15.2.	theoretical a practical exe e-exams, pre of independe seminar wor	ercises, eparation ent				

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 / p written and/or oral)	oroject	- presentation:		10 scores
	17.3. Activity and particip	ation			20 scores
18.	Assessment Criteria (points		up 50 points		5 (five) (F)
	score)		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	I 5	Success of 60% of th	e coll	oquiums and the final exam
20.	Language of teaching / stu	dy N	Macedonian		
21.	Method of monitoring the quality of teaching	Ś	Self-evaluation		

22.	Literati	ure				
		Requi	red 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
	22.1.	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.				
		No.	Author	Title	Publisher	Year
	22.2.	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.				

Ann	ex No.3	Program of the C	Course - first/seco	nd/tl	hird cycle studies	i
1.	Title of t	he Course	APPLIED DATA A	NAI	LYSIS	
2.	Code		UGD202312			
3.	Study Pr	•	Delcev" University	– Št		;
4.	-	er of the study program nstitute, Faculty, ent)	All units of the Uni	versi	ity	
5.	Cycle (fi cycle)	rst, second and third	Second cycle			
6.	Academi	ic year / semester	2012/2013/ I	7.	Number of credits	4
8.	Professor (s) Ph.D. Tatjana Atanasova – Pacemska, profes					ofessor
9.	Requirer Course	nents for enrollment the	the no			
	the need methods necessar	how to use the program pa for the research process) of mathematical statistic y skills and all the basic kr arch process, making them	designed for appli s. During the con nowledge to analyze	ed d urses e an	ata analysis base s, students will g d interpret the res	d on the gain the ults from
11. 12.	 TI m Si R Si A D H Li Vi Ei C Sp 	of the course program: he common (theoretical) ve bethods of realization, the pri- tatistics – data collection, gri andom variables, different ti- tatistic examples and distrib- pplied data analysis escriptive statistics ypothesis testing – parameti- near and nonlinear regress ariance analysis (ANOVA) xperiment design ase study (examples in SP pecific needs of different sci g methods: a, presentations, discussions	rocess of examination rouping and present ypes of random var butions tric and nonparame ion PSS programs, Exce ientific fields)	on) atior iable tric te	athematic accordir	
		, presentations, discussions	s, consulations, ser		I WOINS	

13.	Total available time			120 hours			
14.	Distribution of available tim	е		2+1+1 per week			
15.	Forms of teaching / learning activities	g 15.1	C	ectures / theoretica contact teaching, e-teaching	-		2 hours
		15.2	e i	heoretical and prac exercises, e-exams, preparation ndependent semina work	n of		1 hour
16.	Други форми на активности	16.1	1. I	Project tasks			1 hour
		16.2	2. I	ndividual tasks			
		16.3	3. I	Home learning			
17.	Method of assessment						
	17.1. Tests / oral exams					30) points
	17.2. Seminars (paper / pr and/or oral)	oject -	pres	entation: written		50) points
	17.3. Activity and participation	ation				20) points
18.	Assessment Criteria (points	s /		up 50 points	5	(five)	(F)
	score)			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		act exa	% succsess achieven ivities (minimum total ams, lectures, practic rks)	42 pc	pints from pa	artial
20.	Language of teaching / stud	ły	Ma	cedonian			
21.	Method of monitoring the q of teaching	uality	Se	If-evaluation and exte	rnal e	valuation	

	Requi	red 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
	Addit	ional literature			
	No.	Author	Title	Publisher	Year
22.2.	1.	Montgomery, D.C.	Design and Analysis of Experiments	John Wiley and Sons Inc., New York	2001
	2.				

Ann	ex No.3	Progran	n of th	e C	ourse - seco	nd c	cycle studies		
1.	Title of tl	ne Course	F	RES	EARCH MET	HOL	DOLOGY		
2.	Code		ι	JGD	203212				
3.	Study Pr	ogram	Ν	/IBA	3+2				
4.	Organize	er of the study program	m l	University Goce Delcev					
	(unit or i	nstitute, Faculty,	F	acu	Ity of Econom	ics			
	departm		D	Depa	artment of				
5.	Cycle (fii cycle)	rst, second and third	S	Second cycle					
6.	Academi	Academic year / semester		ifth/f	first	7.	Number of credits		4
8.	Professo	or (s)	F	h.D	. Riste Temja	novs	ki, associate pr	rofes	sor
9.	Requirer Course	nents for enrollment t		10			·		
10.	Purpose	s of the curriculum (co	ompet	enc	cies):				
11.	Content	of the course progran	n:						
12.		methods: writhing examination							
13.	Total ava	ailable time			120 hours				
14.		ion of available time			2+1+1 per w	/eek			
15.		f teaching / learning	15.1.	le	ectures / theo			2	2 hours
	activities			С	ontact teachi	i ng ,			
				е	-teaching	-			
			15.2.		heoretical and exercises,	d pra	actical		
					e-exams, prep	arat	ion of		
					ndependent s				
					vork				
16.	Други ф активно	•	16.1.	P	Project tasks				1 hour
			16.2.	h	ndividual tasl	ĸs			

			16.3.	Home learning			1 hour
17.	Metho	od of assessment					
	17.1.	Tests / oral exams				70	points
	17.2.	Seminars (paper / proje and/or oral)	ct - pre	esentation: written		1() points
	17.3.	Activity and participatio	n			20) points
18.	Assessment Criteria (points /			up 50 points	5	(five)	(F)
	score)		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.	Signa	ture requirement and	6	0% success achieveme	ent on	partial and	final
		ng the final exam	e	exams			
20.	Langu	lage of teaching / study	Ν	/lacedonian, English			
21.	Metho of tea	od of monitoring the quali ching	ity S	Self-evaluation			

22.	Literat	ure				
		Requ	ired literature			
		No.	Author	Title	Publisher	Year
	22.1.	1.	B. Krstev	Research methodology	UGD-skript	
		2.	C. Mojanovski	Research methodology	UKIM- learning book	
		3.				
		Addit	ional literature			
		No.	Author	Title	Publisher	Year
	22.2.	1.				
		2.				
		3.				