

**School of Business
Economics and Management**



Course	Code	Brief Description	ECTS	R/E	Required Literature
Year 1					
Introduction to Management	MNGT 1001	A comprehensive survey of the history of management theory and practice, particularly the important breakthrough and milestones. The course involves examples of applications of management theories to practical problems in planning, organizing, leading, and controlling business activities, as well as principles of team work and strategic planning. The objective of the course is to prepare the students for intermediary courses in organizational behaviors and strategic management, as well as to give general and applicable knowledge on various management issues to the non business students that they will need in their professional careers.	6	O	Robbins, C. and Coulter. M (2007) Management. Pearson Education International , 9th edition.
Introduction to Microeconomics	ECON 1001	At the beginning of the course, the key underlying principles and ideas of economics will be discussed. This will be followed by analysis of market forces and interdependence of economic agents through examination of the concepts of demand, supply and elasticity. Consumer and producer surplus model will be explored afterwards to help understand the concepts of market equilibrium and market efficiency. Then, the theory on firm behavior and costs of production will be examined with respect to different market structures: perfect competition, monopoly and oligopoly.	6	O	Begg, D. and Ward, D. (2009) Economics for Business. Berkshir, McGraw-Hill Higher Education, 3rd edition.
Computer Applications 1	CSCI 1001	In this course, the students will learn the basic concepts of the information technologies, and how to work with Microsoft Windows and the most commonly used office applications for word processing and tabular computing. This course teaches useful skills for beginners and intermediate level users of Microsoft Office Applications. The students taking this course will obtain the skills for writing different types of documents, making tabular calculations, sorting data by different criteria, creating charts from existing data and using the internet. At the end of this course the students will be able to take the ECDL core exams and earn ECDL skill cards.	6	O	Grauer, H. and Lockley ,M. S. (2007) Office. Pearson Education.
Business Math	MATH 1001	The students taking this course will be expected to renew their high school knowledge and establish a clear understanding of basic algebraic notions. The main object is consolidation of high school knowledge. Then, there is further introduction of various mathematical elements, interesting from the aspect of gaining mathematical skills for programming elementary problems in everyday life or business.	6	O	Barnett, A. R., Ziegler , M., Byleen, E. K. (2008) Finite Mathematics for Business, Economics, Life Sciences and Social sciences. Pearson Education.

Composition 1	LANG 1001	This is a writing course designed to stress the essential elements of academic writing, e.g. writing an introduction, thesis statement, paragraphs with topic sentences, conclusion. Students are encouraged to develop strategies for generating ideas and reflect carefully on their own reading and writing practices. In addition, it will address via writing the many different purposes of writing, including writing to describe, narrate, summarize, inform, compare and contrast and persuade.	6	O	Gjorgova, G. (2011) Selected materials. Skopje: UACS.
Principles of Accounting	FINC 1001	This course is designed to introduce you to the fundamental principles of contemporary accounting. By the end of the course you should be familiar with the basic terminology of the accounting and able to demonstrate understanding of accounting issues, principles and procedures, including the completion of an accounting cycle. You should be able to prepare income statement, balance sheet and statement of retained earnings, showing a comprehensive knowledge of their components.	6	O	Reimers, J. L., (2011) Financial Accounting: A Business Process Approach. Pearson Prentice Hall, 3th Edition (International).
Introduction to Macroeconomics	ECON 1101	The course starts with explanation of the main macroeconomic indicators, national income, inflation, unemployment and balance of payments. Then, the course analyses how an open economy works and introduces the economic fluctuations. Aggregate demand and supply are examined and the concepts of consumption, investment and money supply and demand are reviewed. The focus then switches to the government policies and interventions in the market.	6	O	Begg, D. and Ward, D. (2009) Economics for Business. Berkshire, McGraw-Hill Higher Education, 3rd edition.
Business Law	LEGL 1001	The course starts by providing basic explanations of: the nature and functions of law, basic legal terms, legal norms, legal system/s, and legal reasoning. It continues to explore the general principles of Company Law. It covers topics such as how a business may be legally structured, different types of companies, incorporation of companies, management and representation of different types of companies, etc. It concludes by covering several business & commerce contracts (sales contract, forwarding, agency, and intermediation). The basis is the Macedonian Company Law.	6	E	Emerson, W. (2009) Business Law. Barron's Educational Series, 5th edition.
General Psychology	PSYC 1001	This course will help the students become familiar with the basic psychological terminology and concepts. It also shows the diversity of the field of psychology with discussions about prevalent understanding of psychology as a science and profession. The major psychological concepts will be outlined and explained. The students are encouraged to link the knowledge from the course with their personal experience and the links with their future profession will be pinpointed during the course.	6	E	Morris, C G., and Maisto, A. A. (2010) Understanding psychology. Boston. Pearson, 9th international edition.
Sociology	ANSO 1001	This course represents an introduction to the sociological analysis of culture, development of society, investigation of social and human groups and processes, social institutions and how society and groups affect human behavior and perceptions.	6	E	Macionis, J. (2010) Sociology. Prentice Hall, 13th Edition.
History of Art 1,2	ARTH 1001	The course presents a specific preview of the history of Art from its beginnings till the 20th Century. Students would be familiarized with the: concepts and terminology used for explaining the most interesting historical or style periods; processes of cultural transformation; definition of the term of cultural profile, understanding and recognizing the complex phenomena of Art and Architecture; famous masters and masterpieces of Art and Architecture; etc.	6	E	Reader (2010) provided by the profesor Grcev, K.

Philosophy	ANSO 1101	This is an introductory course in philosophy, aiming to present the great thinkers and their most significant ideas that have shaped Western civilization, from Antiquity to contemporaneity. The course focuses on major concepts and philosophical systems that concern issues of ethics, political philosophy, subjectivity, etc. Ideas from Plato's Republic, Aristotle Politics and Nicomachean Ethics, Hobbes's Leviathan, Rousseau's Social Contract, Descartes' Tractatus, Spinoza's Theologico-Political Treatise, Kant's Critique of Practical Reason, will be presented from extracted from a number of different books.	6	E	Kolozova, K. (2010) Philosophy: Selected Readings. Skopje: UACS.
Contemporary World Language- 1 Spanish	FORL 1212	Spanish 1 is an elective course for students who study in both English and Macedonian and it introduces them to the basic skills needed to survive in all countries where Spanish (espanol or castellano) is the official language. It is designed to equip students with skills necessary for understanding and expressing basic ideas of everyday life, both in written and oral form. The course covers basic grammatical areas and elementary vocabulary within the presented topics. On a cultural level, this course aims to introduce the students to the basic Hispanic spirit through the elaboration of short texts.	1.5	E	Barcelo, M., Benito, J. S., Beucker, V., Luengo, P. M., Voigt, B., Wiener, B., Gorrissen, M. (2007) Vamos! Libro del alumno y de ejercicios. Athens: Mundo Espanol ediciones.
Contemporary World Language- 2 Spanish	FORL 1222	Spanish 2 is an elective course for students who study in both English and Macedonian and have successfully completed the course Spanish 1. This course provides a review of the fundamentals of Spanish and new vocabulary building. Students are expected to develop and improve the four language skills of speaking, listening, reading and basic writing as well as an appreciation of Latino culture. The course covers basic grammatical areas needed to survive in a country where Spanish or Castellano is the official language.	1.5	E	Barcelo, M., Benito, J. S., Beucker, V., Luengo, P. M., Voigt, B., Wiener, B., Gorrissen, M. (2007) Vamos! Libro del alumno y de ejercicios. Athens: Mundo Espanol ediciones.
Contemporary World Language - 1 Italian	FORL 1312	Italian 1 is an elective course for students who study in both English and Macedonian. It is a beginner's course that introduces students to the basics of the Italian language and provides basic skills to communicate in a country where Italian is either natively spoken or used as the language of wider communication. The course systematically develops all four language skills, offers lexical exercises, a wide range of speaking activities and pronunciation practice, grammar sections which are covering the basic grammatical areas, as well as variety of cultural topics.	1.5	E	Magnelli, S., Marin, T. (2008) Progetto Italiano 1, Corso multimediale di lingua e civiltà italiana: Student's book (Libro dello studente) and Workbook (Quaderno degli esercizi). Edilingua.
Contemporary World Language - 2 Italian	FORL 1322	Italian 2 is an elective course for students who study in both English and Macedonian. It is a continuing elementary course that introduces the students to the basic skills needed to survive in a country where Italian is either natively spoken or used as the language of wider communication. The key features are: a variety of cultural topics, systematic development of all four language skills through realistic challenging tasks which encourage the learner's personal engagement, lexical exercises, a wide range of speaking activities and pronunciation practice, writing analysis, grammar sections covering the basic grammatical areas.	1.5	E	Magnelli, S., Marin, T. (2008) Progetto Italiano 1, Corso multimediale di lingua e civiltà italiana: Student's book (Libro dello studente) and Workbook (Quaderno degli esercizi). Edilingua.
Contemporary World language - 1 German	FORL 1412	German 1 is an elective course for students who study in both English and Macedonian. It is a beginner's course that introduces students to the basics of the German language and provides basic skills to communicate in a country where German is either natively spoken or used as the language of wider communication. The course systematically develops all four language skills, offers lexical exercises, a wide range of speaking activities and pronunciation practice, grammatical areas, as well as variety of cultural topics.	1.5	E	Hermann, F., Kuhn, C. and Slike, D. (2005) Studio d A1, Deutsch als Fremdsprache, Kurs-und Übungsbuch. Berlin : CornelsenVerlag Berlin.

Contemporary World language-2 German	FORL 1422	German 2 is an elective course for the students who study in both English and Macedonian and have taken German 1 . The course introduces them to the basic skills needed to manage with the level of knowledge in everyday situations in a country where German is natively spoken or used as the language of wider communication. It continues the development of the key features introduced in German 1, such as : systematic development of all four language skills through realistic challenging tasks. These tasks encourage the learner's personal engagement, lexical exercises, a wide range of speaking activities and pronunciation practice, writing analysis, grammar sections covering the basic grammatical areas and a variety of cultural topics.	1.5	E	Hermann, F., Kuhn, C. and Slike, D. (2005) Studio d A1, Deutsch als Fremdsprache, Kurs-und Übungsbuch. Berlin : CornelsenVerlag Berlin.
Contemporary World language-1 French	FORL 1512	French is an elective course for students who study in both English and Macedonian. It is a beginner's course that introduces students to basic knowledge of the French language. Taxi! Is an interactive method that develops not only the competences of the student's understanding, but also gives practical knowledge of the French language, but provides them with communicative competences sufficient for the social everyday exchange and concrete needs during class.	1.5	E	Johnson, A. and Mehand, R., (2006) Taxi 2 student's book (livre d'etudiant) and workbook(cahier d'exercices). Paris, Hachette.
Contemporary World language-2 French	FORL 1522	French 2 is an elective course for students who study in both at the School of foreign language. It is a beginner's course that introduces students to second level knowledge of the French language.Taxi Is an interactive method that develops not only the competences of the student's understanding but also gives practical knowledge of the language and the culture. The method Taxi 1! is designed for students who have acquired basic knowledge of the French language, and provides them with communicative competences sufficient for the social everyday exchange and concrete needs during class.	1.5	E	Johnson, A. and Mehand, R., (2006) Taxi 2 student's book (livre d'etudiant) and workbook(cahier d'exercices). Paris, Hachette.

Year 2

Introduction to Statistics for Business	MATH 2001	The intent of this course is to build students' statistical background and to give them the statistical skills necessary to meet the needs of business and the real-world decision-making problems. The course covers all common introductory statistics' topics, which are taught through a real-world applications. To enhance students' appreciation for statistics, the course emphasizes computer-based analysis, rather than manual computation. To this end, Microsoft Excel is used extensively throughout the course.	6	O	Levine, D. M., Stephan, D. F., Timothy, K. C. and Berenson, M. L. (2011) Statistics for managers using Microsoft excel. Pearson, 6th edition.
Introduction to Marketing	MARK 2001	The objective of this course is to develop the theoretical marketing knowledge, strategic framework and practical skills needed by the practicing managers, to introduce the basic concepts of marketing, their interrelationships and their role in the organizational context. The course takes a practical, managerial approach to marketing. Students will become familiar with the main ideas and marketing concepts, including marketing research, product development, pricing, promotion and distribution strategies.	6	O	Kotler, P. and Armstrong, G. (2008) Principles of Marketing: International. Pearson Higher Education, 12th edition.
Organizational Behavior	MNGT 2001	In this course students learn the impact that individuals, groups and structure have on behavior within an organization, for a purpose of applying such knowledge towards improving organization's effectiveness. The course covers the core topics of motivation, leaders' behavior and power, interpersonal communication, group structure and processes, attitude development and perception, change processes, conflict, work design, work stress and its management, organizational structure and organizational culture.	6	O	Robbins, P. S. Organizational Behavior. (2006) Pearson Prentice Hall, 13th edition.
EU Economics	INTB 2001	Course is an overview of the economics of the European Union, focusing on issues relating to the process of economic integration. The course will cover topics related to: historical development of the EU, common markets, single currency area, integration and competition, etc. The main areas of interest will be the process of market integration; the rationale behind the creation of a monetary union; structure and functions of the European budget; social policy in the EU, with special emphasis on the employment policy; environmental policy; common agricultural policies; the external trade policy of the EU, etc.	6	O	McDonald, F. and Dearden, S. (2005) European Economic Integration. England, Prentice Hall and Financial Times.
Public Finance	FINC 2001	The course deals with standard instructions on public finances. Students will learn theoretical aspects of the public finances including fiscal policies, public revenues and expenditures, public debt financing, budget process with a focus on the budget preparation process, budget execution and budget liquidity management. The students will also get familiar with some stages of the budget process in the Republic of Macedonia and the EU Budget. In the framework of the course the students will be able to learn preparation and execution techniques of the Government Budget.	6	O	Mikesell, L. M. (2006) Fiscal Administration, Analysis and Applications for the Public Sector. Wadsworth Publishing Co Inc, 7th edition.
Composition 2	LANG 1901	This is an advanced writing course designed to equip students with skills necessary for conducting research and for producing a piece of extended writing in their own subject-specific area. It encourages development of critical thinking skills, methods of argumentation, summarizing, development of research techniques, data collection and analysis, presentation and writing a research report. Students will get familiar with the academic referencing styles and formats and will be instructed how to avoid plagiarism in academic writing.	6	O	Gjorgova, G. (2011) Selected materials. Skopje, UACS.

Calculus for Business	MATH 2101	Differential and integral calculus of one variable with applications: numerical, graphical and algebraic viewpoint, limits, techniques of differentiation, implicit differentiation, applications of the derivative, indefinite integral, techniques of integration, applications of the integral, functions of several variables, partial derivatives, double integrals and applications.	6	O	Barnett, R. A., Ziegler, M. R. and Baleen, K. E. (2008) Calculus for business, economics, life sciences and social sciences. Pearson Education , 11th edition.
Business Ethics	ANSO 2001	Business ethics is a system of moral principles applied to business in the broadest possible sense. The course would cover the topics of: theories of B.E., law and the B.E., management of corporations, social responsibility of companies, investment, finances, advertisement, environmental issues, employment, international business, consumer's role...and the cases corresponding to all of the above and more. Also: How to be ethical?	6	E	Chryssides, G. and Kaler, J. (1996) Essentials in Business Ethics London, New York: McGraw Hill Book Co.
International Business	MNGT 2401	Introduces the concept of international business as a system and the theories which underlie it; institutions which are visual evidences of it; production, marketing, financial, legal and other subsystems which comprise the total system. It also examines national governmental and international institutional controls and constraints, which impact the environment in which the system operates.	6	E	Cavusgil, S., Knight, A. G. and Riesenberger, J. (2008) International Business: Strategy, Management, and the New Realities. Pearson Prentice Hall.
Environment and sustainable development	ECOL 2001	The main goal of this course is to give the students basic knowledge about relations of economic development and environmental policy including concept and components of sustainable development. In the world, Europe and also in Macedonia. The students will be introduced in the terminology which is used in environmental policy and sustainable development and contemporary environmental management and environmental international legislation. Also the students will be encouraged to develop their skills, through solving practical problems and to develop their analytical views.	6	E	Kubasek, K. N. and Silverman, S. G. (2008) Environmental Law, Pearson Prentice Hall.
EU Structures and Institutions	INTL 2001	This course covers the structure, role and functions of European Union (EU) institutions and legal structures, their mutual cooperation, as well as the functioning of the EU in the current global environment. Students would also learn about the EU enlargement policy and cooperation with remaining countries, including the Republic of Macedonia. The students would also learn the values of the EU and would upgrade their analytical skills.	6	E	Pinder, J. and Usherwood, S. (2009) The European Union, a very short introduction. Oxford: Oxford University Press. Fontaine, P. (2004) Europe in 12 Lessons. Luxembourg: European Communities.
Introduction to E-Business	MNGT 2321	The course starts with explanation of the concepts, definitions and surroundings of the e-business and e-commerce. Then, the focus is on the customers and Internet consumers as potential customers, through explaining the e-marketplaces and business interactions. Further, the student is introduced to the e-business strategies for developing ways of competing on the market by making a better business models, reorganizing, positioning and differentiating, etc. At the end, the ethical and legal dimensions of e-commerce and e-business are analyzed.	6	E	Turban, E., Lee, J., King, D., Liang, T. and Turban, D. (2010) Electronic commerce. Pearson Education.
Global Understanding	GLOB 3001	This course offers students the opportunity to understand, explore and appreciate the nature of human diversity and globalization by providing a direct international experience in a virtual collaborative learning environment with students and faculty from other countries. It provides students with the tools and ethnographic methods necessary to effectively interact with, understand and learn from peoples of other cultures. Provide students the unique opportunity to learn and apply skills for cross-cultural communication research and analysis.	6	E	Todorova, M. (2011) Global Understanding: Reader. Skopje: UACS.

Contemporary World Language-3 Spanish	FORL 2232	This course is a continuation of the Modern World Language 2 course. The activities focus on the grammar of the foreign language at the appropriate level; building vocabulary of students in different areas, practicing pronunciation and ability to successfully use the vocabulary and conversational interaction.	1.5	E	Barceló, M., Benito, J. S., Beucker, V., Luengo, P. M., Voigt, B., Wiener, B., Gorrissen, M. (2007) ¡Vamos!, Libro del alumno y de ejercicios. Athens: Mundo Español ediciones.
Contemporary World Language-4 Spanish	FORL 2242	This course is a continuation of the Modern World Language 3 course. It continues the focus on the grammar of the foreign language at the appropriate level; enriching vocabulary of students in different areas, enhancing pronunciation and ability to successfully use the vocabulary in conversational interaction.	1.5	E	Barceló, M., Benito, J. S., Beucker, V., Luengo, P. M., Voigt, B., Wiener, B., Gorrissen, M. (2007) ¡Vamos!2, Libro del alumno y de ejercicios. Athens: Mundo Español ediciones.
Contemporary World Language-3 Italian	FORL 2332	This course is a continuation of the Modern World Language 2 course. The activities focus on the grammar of the foreign language at the appropriate level; building vocabulary of students in different areas, practicing pronunciation and ability to successfully use the vocabulary and conversational interaction.	1.5	E	Marin, T. and Magnelli, S. (2008) Progetto Italiano 1. SB+WB. Edilingua.
Contemporary World Language-4 Italian	FORL 2342	This course is a continuation of the Modern World Language 3 course. It continues the focus on the grammar of the foreign language at the appropriate level; enriching vocabulary of students in different areas, enhancing pronunciation and ability to successfully use the vocabulary in conversational interaction.	1.5	E	Marin, T. and Magnelli, S. (2008) Progetto Italiano 1. SB+WB. Edilingua.
Contemporary World Language-3 German	FORL 2432	This course is a continuation of the Modern World Language 2 course. The activities focus on the grammar of the foreign language at the appropriate level; building vocabulary of students in different areas, practicing pronunciation and ability to successfully use the vocabulary and conversational interaction.	1.5	E	Funk, H., Kuhn, C. and Demme, S. (2005) Studio d A1, Deutsch als Fremdsprache, Kurs- und Übungsbuch. Berlin: Cornelsen Verlag.
Contemporary World Language-4 German	FORL 2442	This course is a continuation of the Modern World Language 3 course. It continues the focus on the grammar of the foreign language at the appropriate level; enriching vocabulary of students in different areas, enhancing pronunciation and ability to successfully use the vocabulary in conversational interaction.	1.5	E	Funk, H., Kuhn, C. and Demme, S. (2006) . Studio d A2, Deutsch als Fremdsprache, Kurs- und Übungsbuch. Berlin: Cornelsen Verlag.
Contemporary World Language - 3 French	FORL 2532	This course is a continuation of the Modern World Language 2 course. The activities focus on the grammar of the foreign language at the appropriate level; building vocabulary of students in different areas, practicing pronunciation and ability to successfully use the vocabulary and conversational interaction.	1.5	E	Johnson, A. and Menand, R. (2006) Taxi2 student's book (livre d'etudiant) and workbook (cahier d'exercices). Paris: Hachette.
Contemporary World Language-4 French	FORL 2542	This course is a continuation of the Modern World Language 3 course. It continues the focus on the grammar of the foreign language at the appropriate level; enriching vocabulary of students in different areas, enhancing pronunciation and ability to successfully use the vocabulary in conversational interaction.	1.5	E	Johnson, A. and Menand, R. (2006) Taxi2 student's book (livre d'etudiant) and workbook (cahier d'exercices). Paris: Hachette.

Year 3 – Management

Business Strategy and Policy	MNGT 3011	The course Business Strategy and Policy integrates few functional disciplines in the core undergraduate curriculum. The course introduces students to the nature of strategic management and the shaping of business policy. At the core of this course is formulation and implementation of a business strategy. Some of the topics central to this course include: organizational vision and mission, industry and competitive analysis, sustainable competitive advantage, strategy formulation and implementation, and strategic leadership.	6	O	Fred, R. D. (2009) Strategic Management Concepts. Pearson International edition, 12th edition.
Corporate Finance	FINC 3014	The course covers the topics related to investment and financial decisions made by corporations and the tools and analysis used in making such decisions, aimed at maximizing the corporation value. Students would learn about areas of interest for the long-run growth of companies: capital budget decisions, and choice over the project(s) to be financed, sources of finance, asset valuation, etc. Short-term decisions and topics to be covered are related to: covering the current assets and liabilities, cash position management, inventories and receivables, etc.	8	O	Braley, R., Myers, S. and Marcus, A. (2009) Fundamentals of Corporate Finance. McGraw Hill/Irwin, 6th edition.
Entrepreneurship	MNGT 3114	Entrepreneurship course will focus on the entrepreneurial culture and its start up cycles through four entrepreneurial process modules i.e. Decision to become entrepreneur; Developing Successful business ideas; Moving from idea to an entrepreneurial firm and Managing and growing an entrepreneurial firm. The course envisages preparation of basic business plans for startups as well as early stage plans for expansion of services and/or products in existing companies. Furthermore, it stimulates online search techniques and company/industry intelligence.	8	O	Barringer, R. B., Ireland, D. (2010) Entrepreneurship: Successfully Launching New Ventures. Pearson Education.
Operations Management	MNGT 3504	The course aims at providing understandable, structured presentation of operations management as it applies to variety of businesses and organizations. It presents the logical flow through the operations manager activities and issues that would be of his/her concern. The course gives the strategic perspective of operations management and its contribution the company's long-run success. Through examples and case studies, students gain practical insight in the difficulties while making operations management decisions, as well as in the results from good or bad decisions.	8	O	Slack, N., Chambers, S., Johnston, R. (2010) Operations Management. Prentice 6th edition.
Contract Law	LEGL 3114	The course provides a study of the rules and legal principles that shape social and economical relations, with particular focus on the principles behind the branch of contract law. This course includes topics such as sources of obligations, types of obligations, performance and termination of obligations, focusing primarily on contracts, as one of the sources of obligations. The elements of enforceable contracts, several basic types of contracts and various issues arising from contracts are studied. Lastly, basic facts and rules related to securities are covered. The basis of the Course is the Macedonian Law on Obligations and the US Uniform Commercial Code.	8	O	Elliott, C. and Frances, Q. Contract law. (2007) Pearson Education , 6th edition.

International Management	MNGT 3404	This course is a study of international management focusing on the role of executive, middle, and frontline management in directing and improving organizational performance in a global environment. Major topics include strategic, cultural, behavioral, legal, socio-ethical issues, and functional aspects of international management. Concepts covered include the management of various types of international risk, strategic planning, operations, communications, negotiations, legal and socio-ethical issues facing modern institutions. Development of management systems, as well as, the functions, strategies, and structures of management will be discussed.	8	O	Knight, C. and Riesenberger, J., (2008) International Business: Strategy, Management, and the New Realities, Pearson International edition.
Sales Management	MNGT 3301	The course provides understandable, structured presentation of sales management, related with products and services. It should present the logical flow through the sales manager activities and issues that would be of his/her concern. The course has to give the strategic perspective of sales management and its contribution the company's long-run success and profitability. Through examples and case studies, students should gain practical insight in the difficulties while making management decisions related with sales, as well as in the results from good or bad decisions in that process.	6	E	Ponova, M., Jobber, D. and Lancaster, G. (2006) Selling and Sales Management. Pearson Education, 7th Edition.
Marketing Management	MNGT 3211	The course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.	6	E	Kotler, P. and Keller, L. K. (2009) Marketing management, Pearson Education Limited, 1st European edition.
Principles of Banking	FINC 3451	This course is focused on the banking sector issues. The banks are the most dominant and still the most important financial institutions. Besides theoretical elaboration on the main principles and guiding rules in banking, the banking practice in the market economy is also presented. A special attention is given to the banking structure, banking products, services and innovations, risk management, banking supervision and prudential standards for a stable and sound banking system. The topics are presented through examples, case studies and discussion on the current developments in the banking worldwide.	6	E	Casu, B., Girardone, C. and Molyneux, P. (2006) Introduction to Banking. Financial times/ Prentice Hall.

Year 3 - Marketing

Business Strategy and Policy	MNGT 3011	The course Business Strategy and Policy integrates few functional disciplines in the core undergraduate curriculum. The course introduces students to the nature of strategic management and the shaping of business policy. At the core of this course is formulation and implementation of a business strategy. Some of the topics central to this course include: organizational vision and mission, industry and competitive analysis, sustainable competitive advantage, strategy formulation and implementation, and strategic leadership.	6	O	Fred, R. D. (2009) Strategic Management Concepts. Pearson Education.
Product Development	MARK 3534	The course is designed to provide basic knowledge of branding as strategic management concept. It focuses on customer's brand equity approach and gives comprehensive basic understanding of its main assets. Branding is observed as a business concept that helps companies to enhance their equity and run their activities being aware both of the tangible and intangible factors that influence its success. Course provides clear view of what are brand loyalty, brand awareness, brand associations, brand positioning and brand perceived quality. It also gives practical knowledge of the main branding techniques that helps building strong brands	8	O	Keller, K., Aperia, T., Georgson, M. (2008) Strategic Brand Management, a European Perspective. Pearson Education Limited. (Chapters 1 and 4) Aaker, D. Managing Brand Equity, The Free Press. (Whole book)
Marketing Management	MNGT 3214	The course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. The marketing management process is important at all levels of the organization. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.	8	O	Kotler, P. and Keller, L. K. (2009) Marketing Management. Pearson Education Limited, 1st European edition.
Advertising and Promotion	MARK 3214	The course focuses on Integrated Marketing Communications. It provides the delegates with command of the terminology, concepts, theory, recent developments and innovations and management implications of the communication element of the marketing mix with particular focus on the elements of Advertising and Promotion. Aim of the module is to provide contemporary view of the role and importance of marketing communications. It blends marketing communications practice in its various forms with research and theory.	8	O	Clow, E. K. and Baack, E. D (2007) Integrated Advertising, Promotion and Marketing Communications. Prentice Hall, 4th Edition.
Consumer behavior	MARK 3514	The most complex aspect of the marketing is understanding the consumer. Therefore, this course aims to provide the basic tools to better comprehend consumer behavior. By working on a number of topics and finding answers related to different aspects of the human behavior in relation to consuming, the students gain a deeper understanding of the psychological processes and their importance to the behavior of the consumers. The students also engage with their own consuming habits and apply their growing knowledge to real-life situations of consumer behavior.	8	O	Solomon, M. R. (2009) Consumer behavior: Buying, having and being. New Jersey: Prentice Hall, 8th edition.
Sales Management	MNGT 3301	The course provides understandable, structured presentation of sales management, related with products and services. It should present the logical flow through the sales manager activities and issues that would be of his/her concern. The course has to give the strategic perspective of sales management and its contribution the company's long-run success and profitability. Through examples and case studies, students should gain practical insight in the difficulties while making management decisions related with sales, as well as in the results from good or bad decisions in that process.	6	E	Jobber, D., Lancaster, G. (2006) Selling and Sales Management. Pearson Education, 7th Edition.

International Economic relations	ECON 3001	The module gives basic analysis of the mainstream issues in the area of international trade theory, international trade policy and the basic issues within international financial relations. In more detail, the module will analyze the most prominent theories for international trade, and then will focus on international trade policy, in terms of tariffs, quotas and so on. In the last part, the module will focus on foreign exchange market and exchange rates, and special emphasis will be put on the balance of payments.	6	E	Krugman, P. and Obstfeld, M. (2008) International economics: Theory and policy. 8th edition.
Entrepreneurship	MNGT 3111	Entrepreneurship course will focus on the entrepreneurial culture and its start up cycles through four entrepreneurial process modules i.e. Decision to become entrepreneur; Developing Successful business ideas; Moving from idea to an entrepreneurial firm and Managing and growing an entrepreneurial firm. The course envisages preparation of basic business plans for startups as well as early stage plans for expansion of services and/or products in existing companies. Furthermore, it stimulates online search techniques and company/industry intelligence.	6	E	Barringer, Bruce R. and Duane, R. I. (2010) Entrepreneurship: Successfully Launching New Ventures. Pearson Prentice-Hall.
Corporate Finance	FINC 3011	The course covers the topics related to investment and financial decisions made by corporations and the tools and analysis used in making such decisions, aimed at maximizing the corporation value. Students would learn about areas of interest for the long-run growth of companies: capital budget decisions, and choice over the project(s) to be financed, sources of finance, asset valuation, etc. Short-term decisions and topics to be covered are related to: covering the current assets and liabilities, cash position management, inventories and receivables, etc.	6	E	Braley, R., Myers, S. and Marcus, A. (2009) Fundamentals of Corporate Finance. McGraw Hill/Irwin, 6th edition.
Public Relations	MARK 3351	The objective of this course is to develop the theoretical PR knowledge, to provide students with the background knowledge for understanding the role and purpose of PR, set against the broader business and societal contexts. This course brings together not only different areas of content but also accumulated experiences of the researches, academics and practitioners in the field of PR who have contributed strategic framework and practical skills needed by the practicing manager.	6	E	Tench, R. and Yeomans, L. (2006) Exploring Public Relations. Prentice Hall. An imprint of Pearson Education Copyright Format:Paperback-Soft cover

Year 3 - Finance

Business Strategy and Policy	MNGT 3011	The course Business Strategy and Policy integrates few functional disciplines in the core undergraduate curriculum. The course introduces students to the nature of strategic management and the shaping of business policy. At the core of this course is formulation and implementation of a business strategy. Some of the topics central to this course include: organizational vision and mission, industry and competitive analysis, sustainable competitive advantage, strategy formulation and implementation, and strategic leadership.	6	O	Fred, R. D. (2009) Strategic Management Concepts. Pearson Education.
Corporate Finance	FINC 3014	The course covers the topics related to investment and financial decisions made by corporations and the tools and analysis used in making such decisions, aimed at maximizing the corporation value. Students would learn about areas of interest for the long-run growth of companies: capital budget decisions, and choice over the project(s) to be financed, sources of finance, asset valuation, etc. Short-term decisions and topics to be covered are related to: covering the current assets and liabilities, cash position management, inventories and receivables, etc.	8	O	Braley, R., Myers, S. and Marcus, A. (2009) Fundamentals of Corporate Finance. McGraw Hill/Irwin, 6th edition.
Financial Accounting	FINC 3214	The focus of the course is on financial accounting concepts, principles, processes and uses of accounting data for financial reporting. Its major emphasis is the preparation, analysis, and the use of financial statement information for business decisions. While considerable importance is placed on evaluation, interpretation and use of accounting data for decision-making, the fundamentals of accounting measurement and disclosure would be covered as well.	8	O	Reimers, L. J. (2011) Financial Accounting: A Business process approach. Pearson Education, 3th edition international.
Contract Law	LEGL 3114	The course provides a study of the rules and legal principles that shape social and economical relations, with particular focus on the principles behind the branch of contract law. This course includes topics such as sources of obligations, types of obligations, performance and termination of obligations, focusing primarily on contracts, as one of the sources of obligations. The elements of enforceable contracts, several basic types of contracts and various issues arising from contracts are studied. Lastly, basic facts and rules related to securities are covered. The basis of the Course is the Macedonian Law on Obligations and the US Uniform Commercial Code.	8	O	Elliot, C. and Frances, Q. (2007) Contract law. Pearson Education , 6th edition.
Financial Report Analysis	FINC 3104	The course is designed to demonstrate the application of the accounting and economic concepts to the analysis of a company's position and performance as shown in published information, primarily focusing on financial statements. Gaining an understanding of how economic activity is measured, and how it is reported, allows users to utilize information in decision making. Students will learn how companies may attempt to "manage" their financial statements to present the best possible economic picture of their companies, discovering that financial analysis is much more than a simple delineation of financial ratios.	8	O	Fraser, M. L. and Ormiston, A. (2010) Understanding Financial Statements. Pearson Education, 9th Edition.
Principles of banking	FINC 3454	This course is focused on the banking sector issues. The banks are the most dominant and still the most important financial institutions. Besides theoretical elaboration on the main principles and guiding rules in banking, the banking practice in the market economy is also presented. A special attention is given to the banking structure, banking products, services and innovations, risk management, banking supervision and prudential standards for a stable and sound banking system. The topics are presented through examples, case studies and discussion on the current developments in the banking worldwide.	8	O	Casu, B., Girardone, C., Molyneux, P. (2006) Introduction to Banking. Financial times/ Prentice Hall.

Financial Markets	FINC 3311	The course covers diversified areas of financial securities, operations and types of financial risks. It helps students to understand how the key financial institutions manage their assets and liabilities, the issue of financial regulation, institutional structure, etc. Other topics include: organization and functioning of the non-deposit financial institutions, practical functioning of the Macedonian insurance companies and the experience from the reform of the Macedonian pension system; functioning of the primary markets and secondary markets, the role of the dealers/brokers, etc.	6	E	Mishkin, S. F. and Eakin, G. S. (2009) Financial Markets and Institutions. Prentice Hall, 6th edition.
International Economic Relations	ECON 3001	The module gives basic analysis of the mainstream issues in the area of international trade theory, international trade policy and the basic issues within international financial relations. In more detail, the module will analyze the most prominent theories for international trade, and then will focus on international trade policy, in terms of tariffs, quotas and so on. In the last part, the module will focus on foreign exchange market and exchange rates, and special emphasis will be put on the balance of payments.	6	E	Krugman, P. and Obstfeld, M. (2008) International economics: Theory and policy, 8th edition.
Monetary Economy	ECON 3401	The course introduces a number of theoretical frameworks for the analysis of the determinants of the price level and the rate of inflation. The theoretical frameworks are then used as the basis for the discussion of the relationship between money growth and inflation, monetary stabilization policy, exchange rate policy, and the interaction between monetary and fiscal policy. Other topics cover: operations of commercial and central banking, determination of monetary aggregates and interest rates, and the linkages from Central Bank actions to price level, employment, economic growth, and balance of payments objectives.	6	E	Mishkin, F. S. (2007) The Economics of Money, Banking and Financial Markets. Pearson Education, 8th edition.