INTERNATIONAL BALKAN UNIVERSITY

COURSES
SUMMARY CATALOG

SPRING SEMESTER

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

Skopje, 2017

BANKING AND FINANCE

FIRST YEAR

SECOND SEMESTER

ENG 102 – English Language II; Weekly hours: 2+1, ECTS: 5

The purpose of this course is to enrich student vocabulary, to practice spoken language, to learn the various linguistic / grammatical structures, to overcome the various models of academic writing skills in written English. The curriculum includes the following themes: Introduction, Adventures of Ideas by A.N. Whitehead; Non-auditory Effects of Noise (writing comparison and differences), The Past Life of Earth; The Raising of the 'Vasa' (reading, discussion, writing), Patients and Doctors; The Pegasus Book of Inventors (reading, discussion, writing-problem solving), Exploring the Sea-floor by TF Gaskell; On Telling the Truth (reading, discussion, writing), (writing essays for the application study program).

MATH 103 – Mathematics for Economics and Business; Weekly hours: 2+1, ECTS: 5

The objectives of the course are to give students knowledge of mathematics with emphasis on applications in economics and business. The curriculum includes: Basic concepts, Linear function and Applications (demand, supply, cost, revenue), Simultaneous linear equations and Applications (equilibrium and break even, consumer and producer surplus), Non-linear functions and Applications, Financial mathematics: arithmetic and geometric sequences and series, simple interest, compound interest and annual percentage rates, depreciation, net present value and internal rate of return, annuities debt repayments, sinking funds, Differentiation and Applications (marginal functions, average functions, optimization for functions of one variable, economic applications of maximum and minimum points), Integration and Applications (definite integral and area under curve, consumer and producer surplus).

IER 102 – Accounting Principles; Weekly hours: 2+1, ECTS: 5

Through this subject we acknowledge, why is accounting so important. We learn how managers, investors and creditors make use of accounting information. We learn the accounting systems, recording financial transactions, financial analysis and classification of financial reports. Additionally we discuss problems related to estimation of capital, sales expenses, cash flows, etc. The course curriculum conteins the following topics: Introduction to accounting ; Preparation of accounting information; Completing the accounting cycle; Financial reports (Balance sheet); Financial reports (Income statement); Financial reports (Equity statement and cash flow analysis); Analysis of financial reports (financial ratios); Recognition of measurement of elements of financial statements; Accounting for assets, liabilities and Equity; Accounting for cash and receivables; Accounting for inventories; Accounting for long term assets; Accounting for long term assets; Fraud and Internal Control; Managerial Accounting.

POL 101 – Introduction to Law; Weekly hours: 2+1, ECTS: 5

The main objective of the course is to give a general understanding about the general principles and the basics of law. The curriculum includes the following topics: Society and order, Social order, Characteristics of legal rules, Application of legal rules, Interpretation of legal rules, Sources of law, Legal system of the world, Branches of law, The fundamental concept of public law, Constitutional Law, Administrative and criminal law, Law of procedure and public international law, Private law and civil law, Commercial law and private international law**.**

BAF 101 – Introduction to Finance; Weekly hours: 2+1, ECTS: 5

This course presents an introduction to the theory of finance and aims to address issues related to money and money supply in circulation, questions about determinants that influence the maintenance of the value of money, as well as maintenance of the optimal size of the money supply for the smooth and normal running of the reproduction process. The course contents covers the following topics: Finance, definition and subject of study; Financial system and its elements; Financial system structure; Money and money development Functions of money; Rise and fall in the value of money; Money supply, Demand for money; Strategies for managing the monetary offer; Monetary aggregates; Monetary and credit policy.

TUR 102 – Turkish Language II; Weekly hours: 2+1, ECTS: 5

The aim of this course is to introduce the students to elementary Turkish language skills. The course begins with the Turkish alphabet and studies basic Turkish by reading and writing of easy and simple sentences. The curriculum includes the following themes: Locations, prepositions, agglutination, vowel harmony, Time Passes by: Simple past tense, from past to now; past perfect tense, Memories: Present Tense; linkings, with, 'ile, "Where shall we dine? Where shall we go? What shall we do? "What shall we eat?", Negative Imperatives; Subjunctive Mood: Comparatives: Adjectives / Adverbs; Superlative Adj / Adv.;, "Dear Officer / Sir/ Madam"; Present tense; ", Request for Help: "Diminutives; Dative, Locative suffix; ablative forms ., Negative Verb: Interrogative Particle.

MK 102 – Macedonian Language II; Weekly hours: 2+1, ECTS: 5

The goal of this course is to enrich vocabulary, practicing spoken language, learning the various linguistic, grammatical structures, overcoming the various models of academic writing skills in written forms in Macedonian Language. The curriculum includes the following themes in Macedonian: Adjectives; At the market, Personal pronouns. Family, Future tense; At a hotel, Stories – Past Tenses, The Past Definite Imperfective Tense – Imperfect, The Modal Verbs in the Imperfect, Causal Clauses, Negative Quantifying and Universal Quantifying Pronouns and Adverbs, The Adverb МНОГУ.

SECOND YEAR

FOURTH SEMESTER

BAF 202 – Banking; Weekly hours: 2+1, ECTS: 6

Through the study of this course, students will gain in-depth knowledge of the institutional position and functioning of the banking sector, as well as the role that the Central Bank has for maintaining financial stability in one country, for the special forms of banking, (Islamic, Investment, Electronic, International …) and especially for the functioning of the commercial banks by focusing on all types of banking operations. The course covers the following topics: Definition of banks, types of banks, Banking systems, Banking systems in certain countries (USA, EU, Balkan countries), Islamic banking, Central Bank role, Bank crises, Problem banks management, Principles of banking operations; Passive active, neutral and custom banking, Corporate Banking and Retail Banking, Other contemporary forms of banking, Electronic and investment banking, International banking.

IER 204 – Macroeconomics; Weekly hours: 2+1, ECTS: 5

The main objective of this course is to increase students' knowledge on various macroeconomic theories and policies by illustrating from Macedonian, Turkish, EU and The U.S economies and to show the applications of various economic subjects in daily life. After completing this course, students will be able to understand: The Scope and Method of Economics, National Income Accounting, Mixed Economy, Growth and policy, Aggregate supply, demand and policy, Aggregate supply: wages, prices, and unemployment, Business cycles, The anatomy of inflation and unemployment, Policy Preview, Investment spending, Government spending and its financing.

BAF 203 – Corporate Financial Management; Weekly hours: 2+1, ECTS: 5

The goal is to give students basic knowledge about the concept of the value of money, working capital management and the cost of capital, ie to transfer the basic knowledge in the area of managing the financial assets within the enterprise, yes Enable them to understand the process of financial decision-making, as well as to interpret the impact that financial decisions will have on creating the value of the company. The subject covers: Financial analysis and financial planning; Basic financial concepts; Time value of money; Estimated discounted cash flows; Estimation of interest rates and bonds; Valuation of assets; Long-term financing, Short-term financing, Capital budgeting, Cost of capital, Leverage and dividend,

MATH 203 – Mathematical Modeling; Weekly hours: 2+1, ECTS: 5

The aim of the course is to give the students basic knowledge of mathematical modelling with stress on empirical modeling. Students will learn how to analyze and interpret the experimentally obtained data, hot to develop empirical model, but also to analyze the empirical models using software. The course covers the following topics: Introduction to mathematical modelling. Treatment of engineering data - Numerical interpolation using computer software MATLAB. Numerical differentiation using computer software MATLAB. Numerical integration using computer software MATLAB. Empirical models - Linear regression model. Using MATLAB software for least- squares calculations, Empirical models and physical laws). Empirical models - Multiple regression model (Estimating the coefficients, Developing a model, Estimating least-squares coefficients in multiple regression model by MATLAB software, Drawing graphs with MATLAB software, Confounding and collinearity, Model selection).

BAF 204 – Money Laundering; Weekly hours: 2+0, ECTS: 4

The aim of this course is for students to get acquainted with methods for identifying and combating financial crime and money laundering. After completing the course, students will have the knowledge to understand: Concept of money laundering, Relevant international agreements and documents on financial crime and money laundering; Legal framework for the suppression of financial crime; International standards for combating money laundering; Legislation for combating money laundering; Strategies for Combating Organized Crime, Money Laundering and Combating Corruption;

MAN 212 – Entrepreneurship; Weekly hours: 2+1, ECTS: 5

There has never been a more invigorating and opportunistic time to study entrepreneurship. Around the world, the current economic crisis is not just negatively affecting business, this crisis is also generating business opportunities for the creative and daring. This course aims to show how to take advantage with entrepreneurship and to introduce the students to the process of entrepreneurial success and shows them how to be effective every step of the way. Introduction to Entrepreneurship Recognizing Opportunities and Generating Ideas Feasibility Analysis; Writing a Business Plan Industry and Competitor Analysis Developing an Effective Business Model Preparing the Proper Ethical and Legal Foundation Assessing a New Venture"s Financial Strength and Viability Building a New Venture Team Getting Financing or Funding Unique Marketing Issues The Importance of Intellectual Property Preparing for and Evaluating the Challenges of Growth Strategies for Firm Growth

THIRD YEAR

SIXTH SEMESTER

BAF 305 – Management of Banking Risks; Weekly hours: 2+1, ECTS: 6

The purpose of this course is that students will be introduced to the basic banking risks and the manner of their management. The course strives to give basic knowledge to the students for the following topics: Concept and types of banking risks, Basic qualitative and quantitative models for assessing bank risks, Performance planning and banking risk, Operational management of banking risks, Credit risk management,

Market risk management, Interest rate risk management , Liquidity risk management, Risk control on banks by the central bank.

BAF 306 – Marketing in Banking; Weekly hours: 2+1, ECTS: 6

By studying this course students will be introduced to the specifics of marketing activities in the field of banking: the specifics in the segmentation of the market for banking products and services, the promotion, planning and valuation of banking products, as well as with the regulation with which The users of banking products and services are protected. The course covers the topics of: Banking specifics, Decision makers by banking service users, Financial / banking products and services categories (deposit and credit products, insurance products, transaction and advisory services), valuation, Promotion and availability of banking products and services, introduction of new banking products and services, segmentation of the market for banking products and services, measurement of the satisfaction of the users of the banking products and services, protection of consumers banking services.

RMSS 307 – Research Methods in Social Sciences; Weekly hours: 2+1, ECTS: 5

To provide students with relevant knowledge about the basic characteristics of the research process, methodology and instruments available in scientific research and in the realization of the research and preparation of scientific papers. In addition students will learn the relevant aspects of each stage in the process of research and gain practical knowledge on reporting and the preparation of research projects. The course intention is to introduce students with the scientific method and methods for collecting data and information used in scientific research. The students will learn about the process of scientific research and the stages of this process, such as choosing the title, address critically the existing literature, designing a strategy of research, quantitative and qualitative methods of research, collection and analysis of data, and academic writing of the scientific research report.

BA 302 – Analysis and Control of Costs; Weekly hours: 2+1, ECTS: 5

The course program aims to set clear guidelines for implementing an appropriate cost-benefit analysis. Students are taught about the significance of costs, types of costs, direct and indirect costs, division of costs in manufactured items. The course covers the following topics: Introduction to cost analysis and control, Managerial Accounting, Concepts of cost management and cost behavior, Cost-benefit systems, Value systems: ABM and Lean, Cost-benefit analysis, Evaluation and management of results, Analysis of standard costs and variations, Management and measurement of quality, Analysis of short-term decisions, Budgeting.

IER 304 – Public Finance; Weekly hours: 2+1, ECTS: 4

The objective of this course is to provide a general knowledge on the public finance. It is aimed to give the theories of the public finance, and analyze the spending and revenues of government within the framework of public finance theories. The students will be informed about various sources of public revenues; also they will be informed on spending and their effects on economy. The subject explores the following topics: Introduction, Public Finance, Externalities and the Environment, Public Goods and Political Economy, Cost-Benefit Analysis, Social Security, Health Insurance, Tax Incidence and Inefficiency, Income Taxes, Consumption Taxes, State and Local Public Finance, Education, Low-Income Assistance, Government Borrowing

FOURTH YEAR

EIGHTH SEMESTER

BAF 402 – Investment Banking; Weekly hours: 2+1, ECTS: 6

This course aims to introduce students in the way banks, their structure and functions are functioning, to master the techniques of emission and management of investment portfolios, to master the methods of

estimation of the assets of the enterprises, as well as the techniques of joining and download. The topics that are covered are: Investment Banking Functions, Investment Banking Structure, Investment Banking Activity, Securities Issuance Technique, Investment Portfolio Management and Investment Funds, Enterprise Valuation, Mergers and Acquisitions, Debt Collection.

BAF 403 – Audit; Weekly hours: 2+1, ECTS: 5

The subject discipline aims to offer students basic insights on the conceptual, theoretical and practical aspects of the audit in the modern environment. After completing the course, students should be able to: learn about the key aspects of the audit and its role in the developed economies; To understand the professional and legal regulations immanent to the audit profession; To integrate the acquired knowledge of the business entities in the audit report. The course follows these topics: The notion, role and importance of the audit and the auditing profession in the contemporary economies; Professional regulation in the audit - audit standards; Planning the audit process and types of audit tests; Fundamental concepts of the audit: materiality, audit risk and audit evidence; Audit tests, analytical procedures and working documentation; Internal control; Using the sample method in the audit; Auditor's report; Professional education of auditors.

BAF 404 – Insurance; Weekly hours: 2+1, ECTS: 5

The purpose of this course is to assist students in understanding the meaning and essence of insurance elements as a process, qualification and classification of the risks that are being insured, the various forms of insurance and the technical and operational insurance organization. The course follows these topics: Definition, function, and classification of risk; Forms and stages of risk management; Concept, role, significance and function of insurance; Elements and technical organization of insurance; Types of insurances; Co-insurance and re-insurance; Property insurance; Personnel insurance; Pension insurance; Health insurance.

BAF 405 – E-Banking; Weekly hours: 2+0, ECTS: 4

The purpose of the course is to familiarize students with electronic payment operations, distribution system of payment, electronic money, electronic cards, online banking, as well as legal regulations in the area of e-banking. After completing the course, students will be able to understand: Electronic Payment Operations, Distribution System for Retail Payments, Electonic Money, Plastic Cards, Electronic Networks of Interbank Payments, Online Banking, Mobile Banking.

IER 406 – Contemporary Economic Systems; Weekly hours: 2+1, ECTS: 4

The main objective of this course is to increase students' knowledge on contemporary economic systems and to show the applications of various economic systems in daily life. The course covers the following topics: Introduction, Different Aspects of Economic Systems' Analysis, Economic Principles and Indivisibilities in the Firm Intensive System, Uncertainties and Externalities in the Firm Intensive System, Collectivities and Income Distribution in the Firm Intensive System, Polity Functioning and National Accommodations in the Firm Intensive System, The State Intensive System, The State Intensive System: Economic Transitions, Economic Systems in the Developing World (Regional Differences), Economic Systems in East Asia and Pacific, Economic Systems in Middle East, North Africa, and Arab Gulf, Turkey's Economic System, A Social Accounting Approach, Social Accounting Approach applications to countries of Western and Eastern Europe.

INTERNATIONAL ECONOMIC RELATIONS

FIRST YEAR

SECOND SEMESTER

ENG 102 – English Language II; Weekly hours: 2+1, ECTS: 5

The purpose of this course is to enrich student vocabulary, to practice spoken language, to learn the various linguistic / grammatical structures, to overcome the various models of academic writing skills in written English. The curriculum includes the following themes: Introduction, Adventures of Ideas by A.N. Whitehead; Non-auditory Effects of Noise (writing comparison and differences), The Past Life of Earth; The Raising of the 'Vasa' (reading, discussion, writing), Patients and Doctors; The Pegasus Book of Inventors (reading, discussion, writing-problem solving), Exploring the Sea-floor by TF Gaskell; On Telling the Truth (reading, discussion, writing), (writing essays for the application study program).

MATH 103 – Mathematics for Economics and Business; Weekly hours: 2+1, ECTS: 5

The objectives of the course are to give students knowledge of mathematics with emphasis on applications in economics and business. The curriculum includes: Basic concepts, Linear function and Applications (demand, supply, cost, revenue), Simultaneous linear equations and Applications (equilibrium and break even, consumer and producer surplus), Non-linear functions and Applications, Financial mathematics: arithmetic and geometric sequences and series, simple interest, compound interest and annual percentage rates, depreciation, net present value and internal rate of return, annuities debt repayments, sinking funds, Differentiation and Applications (marginal functions, average functions, optimization for functions of one variable, economic applications of maximum and minimum points), Integration and Applications (definite integral and area under curve, consumer and producer surplus).

IER 102 – Accounting Principles; Weekly hours: 2+1, ECTS: 5

Through this subject we acknowledge, why is accounting so important. We learn how managers, investors and creditors make use of accounting information. We learn the accounting systems, recording financial transactions, financial analysis and classification of financial reports. Additionally we discuss problems related to estimation of capital, sales expenses, cash flows, etc. The course curriculum conteins the following topics: Introduction to accounting ; Preparation of accounting information; Completing the accounting cycle; Financial reports (Balance sheet); Financial reports (Income statement); Financial reports (Equity statement and cash flow analysis); Analysis of financial reports (financial ratios); Recognition of measurement of elements of financial statements; Accounting for assets, liabilities and Equity; Accounting for cash and receivables; Accounting for inventories; Accounting for long term assets; Accounting for long term assets; Fraud and Internal Control; Managerial Accounting.

POL 101 – Introduction to Law; Weekly hours: 2+1, ECTS: 5

The main objective of the course is to give a general understanding about the general principles and the basics of law. The curriculum includes the following topics: Society and order, Social order, Characteristics of legal rules, Application of legal rules, Interpretation of legal rules, Sources of law, Legal system of the world, Branches of law, The fundamental concept of public law, Constitutional Law, Administrative and criminal law, Law of procedure and public international law, Private law and civil law, Commercial law and private international law.

POL 102 – Introduction to Politics; Weekly hours: 2+1, ECTS: 5

The aim of the course is to introduce students to the basics of the various branches of engineering. The curriculum includes the following themes: The engineering profession, concept engineering, ethics and

responsibility. It is considered to systems of numbers and units of measure, using computers and graphic techniques. One of the main goals of this course is to prepare the engineer for teamwork, and creating the ability to solve problems and ways of communication in the team. This course covers the basic knowledge needed for the following types of engineering: Fundamentals of Mechanical Engineering, Fundamentals of electrical engineering, Fundamentals of Chemical Engineering, Bio-Medical Engineering, Engineering design, Reversed engineering, Engineering maintenance, Engineering safety at work, Human factors engineering, use of computers in engineering.

TUR 102 – Turkish Language II; Weekly hours: 2+1, ECTS: 5

The aim of this course is to introduce the students to elementary Turkish language skills. The course begins with the Turkish alphabet and studies basic Turkish by reading and writing of easy and simple sentences. The curriculum includes the following themes: Locations, prepositions, agglutination, vowel harmony, Time Passes by: Simple past tense, from past to now; past perfect tense, Memories: Present Tense; linkings, with, 'ile, "Where shall we dine? Where shall we go? What shall we do? "What shall we eat?", Negative Imperatives; Subjunctive Mood: Comparatives: Adjectives / Adverbs; Superlative Adj / Adv.;, "Dear Officer / Sir/ Madam"; Present tense; ", Request for Help: "Diminutives; Dative, Locative suffix; ablative forms ., Negative Verb: Interrogative Particle.

MK 102 – Macedonian Language II; Weekly hours: 2+1, ECTS: 5

The goal of this course is to enrich vocabulary, practicing spoken language, learning the various linguistic, grammatical structures, overcoming the various models of academic writing skills in written forms in Macedonian Language. The curriculum includes the following themes in Macedonian: Adjectives; At the market, Personal pronouns. Family, Future tense; At a hotel, Stories – Past Tenses, The Past Definite Imperfective Tense – Imperfect, The Modal Verbs in the Imperfect, Causal Clauses, Negative Quantifying and Universal Quantifying Pronouns and Adverbs, The Adverb МНОГУ.

SECOND YEAR

FOURTH SEMESTER

IER 207 – Theory of Foreign Trade; Weekly hours: 2+1, ECTS: 6

Foreign trade theory provides explanations for the pattern of foreign trade and the distribution of the gains from trade. The theory convinces most economists of the benefits of liberal trade. But many non-economists oppose liberal trade. Opponents include some who may have encountered trade theory but nevertheless fall prey to fallacious reasoning. This course attempts to convey why trade theory is so persuasive to economists and also to deal with why many non-economists are not persuaded. In this course, we examine the development of trade theory from the seventeenth century through the first part of the twentieth century. This historical approach is useful not because we are interested in the history of economic thought as such but because it is a convenient way of introducing the concepts and theories of international trade from the simple to the more complex and realistic. This course will help the students understand: Mercantilists' and Adam Smith's Views on Trade, Trade Based on Comparative Advantage and Opportunity Costs, The Basis for the Gains from Trade under Constant Costs, The Production Frontier with Increasing Costs and Community Indifference Curves, Equilibrium in Isolation and the Basis for and the Gains from Trade with Increasing Costs, The Equilibrium-Relative Commodity Price with Trade-Partial and General Equilibrium and Relationship between Partial and General Equilibrium, Offer Curves and the Terms of Trade, Factor Endowments Theory, Heckscher-Ohlin Theory, Economies of Scale and International Trade, Imperfect Competition, and International Trade, Economic Growth, International Trade.

IER 204 – Macroeconomics; Weekly hours: 2+1, ECTS: 5

The main objective of this course is to increase students' knowledge on various macroeconomic theories and policies by illustrating from Macedonian, Turkish, EU and The U.S economies and to show the applications of various economic subjects in daily life. After completing this course, students will be able to understand: The Scope and Method of Economics, National Income Accounting, Mixed Economy, Growth and policy, Aggregate supply, demand and policy, Aggregate supply: wages, prices, and unemployment, Business cycles, The anatomy of inflation and unemployment, Policy Preview, Investment spending, Government spending and its financing.

IER 205 – Analysis of Foreign Policy; Weekly hours: 2+1, ECTS: 5

This course aims to give a basic background for making and implementation of foreign policy in theory and practice. The students will learn about the major concepts and theories of foreign policy analysis and multi-level analysis for foreign policy decision making through case studies. The course looks at the following topics: Introduction: What is Foreign Policy Analysis, The Individual Level Analysis I: Leaders and Rational Choices,. Rationality, Deterrence, Game Theory and Irrationality, Cognition: A Different View of Rationality, Belief Sets, Images and Cognitive Structure, Moral Positions and Value Stands, The State Level Analysis: National Self Image, Culture and Institutions of Self Governance, Culture, Institutions and the Democratic Peace, Domestic Political Opposition, Partisan Politics and Intragovernmental Divisions, Public Opinion, Interest Groups and Media, System Level Analysis: Power, Position and Foreign Policy, The Elusive Concept of Power, Who Gets to be a Great Power, Great Powers, US and Russia Foreign Policies, Secondary and Small Powers, Japan, German, France and United Kingdom Foreign Policies, A Complex Multilevel Game: The Case of Middle Powers,. Non-state Actors in Foreign Policy Making, EU Foreign Policy in Western Balkans, Macedonian Foreign Policy, Macedonia-EU Relations, Turkish Foreign Policy.

STA 201 – Probability and statistics; Weekly hours: 2+1, ECTS: 5

The aim of the course is to give some basic terms, concepts, and learn how the stochastic methods come about and why they work. This course will provide students with a good understanding of the theory of probability, both discrete and continuous, including some combinatorial, a variety of useful distributions, expectation and variance, analysis of sample statistics, the law of large numbers, central limit theorem, confidence interval, testing hypotheses, t-test, and comparing two samples. After completing this course, students will be able to: Develop the ability to solve problems using probability; Make connections between probability and other branches of mathematics; Understand the meaning of statistical statements as well as judge the quality of their content. Sets and operations with sets; Sample space and events; Probability function definition; Products of sample spaces; Conditional probability; Multiplication rule; The law of total probability; Bayes' rule and independence; Discrete and continuous random variables; Expectation and variance; Joint distribution; Covariance and correlation; The law of large numbers; Central limit theorem; Basics of statistical models; Data analysis.

CE 213 – Information Technology; Weekly hours: 2+0, ECTS: 5

The aim of this course is to give some basic terms and concepts of the information technology. It is geared to draw attention to the important concepts underlying the field of IT, and can steer you to useful supplementary material. As IT is a rapidly advancing technology, the main objective of this course is to emphasize reasonably stable fundamental concepts on which this technology is built. After completing this course, students will be able to: Have good knowledge across the basic concepts of the whole field of IT. Know competitive advantages and strategic information systems. Know evaluation and classification of the information systems. Know about modern and emerging computing systems. Know managing information systems. Learn about both the systems and application software. The course explores the following topics: Introduction to Information Technology; Why Should you Learn About Information Technology? Competitive Advantage and Strategic Information Systems; Strategic Information Systems; Information Systems Infrastructure and Architecture; Memory Storage; Computer hierarchy; Input and Output Technologies; Computer Software and applications; Managing Organizational Data and Information; Database

Management Systems; Network and Telecommunications Basics; Network Basics; Network Communications software and Telecommunications applications; IT Ethics, Impacts, and Security.

MAN 212 – Entrepreneurship; Weekly hours: 2+1, ECTS: 5

There has never been a more invigorating and opportunistic time to study entrepreneurship. Around the world, the current economic crisis is not just negatively affecting business, this crisis is also generating business opportunities for the creative and daring. This course aims to show how to take advantage with entrepreneurship and to introduce the students to the process of entrepreneurial success and shows them how to be effective every step of the way. Introduction to Entrepreneurship Recognizing Opportunities and Generating Ideas Feasibility Analysis; Writing a Business Plan Industry and Competitor Analysis Developing an Effective Business Model Preparing the Proper Ethical and Legal Foundation Assessing a New Venture"s Financial Strength and Viability Building a New Venture Team Getting Financing or Funding Unique Marketing Issues The Importance of Intellectual Property Preparing for and Evaluating the Challenges of Growth Strategies for Firm Growth

THIRD YEAR

SIXTH SEMESTER

BA 301 – International Business Management; Weekly hours: 2+1, ECTS: 6

Today's business environment has become highly complex, dynamic and globalised. At the same time there is a paradigm shift in doing business. From Global Corporate Leaders to small business start-ups there is a rising in consciousness for more corporate responsibility. International business as a field of study and practice encompasses that public and private business activity affecting the persons or institutions of more than one national state, territory, or colony. Contents: Introduction of International Management, Theories of International Management, Political Economy, Economic Development and International Management, Culture and International Management, Strategies and Structures of the International Business, The Competitive Global Business Environment, International Business Management Strategy, Guidelines for Global Business and Legal Aspects, Business Control Strategy.

IER 307 – Trade Agreements; Weekly hours: 2+1, ECTS: 6

The aim of this course is to give extensive knowledge of all the legal elements of trade agreements, different types of trade agreements and sources of international trade law as well as knowledge of the organizations which are creating the regulations for trade agreements. After finishing the course, students will have knowledge of the concept and scope of international trade law, approaches to unification of international trade, international governmental and non-governmental organizations involved in the creation of the rules of international trade law (Uncitral, Unidroit, Icc) concept and structure of international trade transactions (contracting with foreign elements - elements of contracts , the concluding stages, negotiation , offer for conclusion of contracts , acceptance of offer, time and place of signing the contract) , an international agreement on trade sales, different types of international trade agreements (contract for international mediation , agreement on international trade advocacy, contract on commissions in international trade, contract on international transport of goods, lease contract, contract know-how as an international trade agreement, factoring contract, forfeiting contract, distribution agreement, franchise agreement, agreement for international shipping, agreement on long-term cooperation, agreement for international bank transfer), methods of payment in international trade (basic methods of payment in international trade: credit cards, checks, electronic money transfer, paying through commercial banks, letter of credit), resolving disputes in commercial trade transactions (judicial arbitration and protection, mediation , negotiation).

RMSS 307 – Research Methods in Social Sciences; Weekly hours: 2+1, ECTS: 5

To provide students with relevant knowledge about the basic characteristics of the research process, methodology and instruments available in scientific research and in the realization of the research and preparation of scientific papers. In addition students will learn the relevant aspects of each stage in the process of research and gain practical knowledge on reporting and the preparation of research projects. The course intention is to introduce students with the scientific method and methods for collecting data and information used in scientific research. The students will learn about the process of scientific research and the stages of this process, such as choosing the title, address critically the existing literature, designing a strategy of research, quantitative and qualitative methods of research, collection and analysis of data, and academic writing of the scientific research report.

BA 302 – Analysis and Control of Costs; Weekly hours: 2+1, ECTS: 5

The basic of the subject is to set clear direction and implementing appropriate cost-benefit analysis. Students acquire meaning of costs, types of costs, direct and indirect costs, assessment of costs for items that are produced. The students will have the chance to learn more on the following topics: Introduction to analysis and control of costs, Managerial Accounting, Concepts of management costs and cost behavior, Cost Systems at Work, Value Systems: ABM and LEAN, Analysis of cost behavior, Evaluation and management of results, Analysis of standard costs and variances, Managing and measuring quality, Analysis of short-term decisions, Budgeting

IER 304 – Public Finance; Weekly hours: 2+0, ECTS: 4

The objective of this course is to provide a general knowledge on the public finance. It is aimed to give the theories of the public finance, and analyze the spending and revenues of government within the framework of public finance theories. The students will be informed about various sources of public revenues; also they will be informed on spending and their effects on economy. The subject explores the following topics: Introduction, Public Finance, Externalities and the Environment, Public Goods and Political Economy, Cost-Benefit Analysis, Social Security, Health Insurance, Tax Incidence and Inefficiency, Income Taxes, Consumption Taxes, State and Local Public Finance, Education, Low-Income Assistance, Government Borrowing

FOURTH YEAR

EIGHT SEMESTER

POL 404 – Diplomatic Negotiations; Weekly hours: 2+1, ECTS: 6

This course aims to examine major political theories and ideologies such as liberalism, conservatism, socialism, anarchism, nationalism, fascism, feminism and so forth. In rethinking these ideologies, particular attention will be paid to the different aspects of each particular ideology through the works of monumental political thinkers from Locke to Marx, from Burke to Bakunin. The relationships and links between different ideologies and political theories will also be explored. The course content is the following: Introduction: What is (wrong with) the Enlightenment? ; Crisis of Morality and Culture; On the Limits of Reason. The Self-Destructive Character of Democracy; The Politics of Liberal Resignation; Eclipse of the Public in Mass Society; From Great Society to Great Community; Revival of Classical Political Philosophy; Liberal Contractarianism Redux; Making Liberalism Political: Two Versions; Deliberative Democracy and the Linguistic Turn; The Three Faces of Power; From Modern to Postmodern Power; Concluding Remarks: Whither Democracy?

POL 405 – International Organizations; Weekly hours: 2+1, ECTS: 5

Course Objectives: This course aims to question the global governance in the international system. The main focus of the course will be on how international institutions are used at various levels of governance in the international system, with varying degrees of success, to resolve international concerns. The subject looks

closely at the following topics: Introduction to IO; global governance and history; evolution and the international system UN; the usual and unusual suspects; security UN security; "new" security NATO; human security and human right amnesty, evaluating compliance/cooperation/effectiveness "G8"; development and economic governance "OECD"; life, debt and international economics "WTO"; balancing economics, development and the environment "who"; regional organizations "AU" end of an ERA/WRAP UP

MAN 404 – Financial Management; Weekly hours: 2+1, ECTS: 5

The objective of this course is to learn students with the basic concepts and practices of financial management. The concept is set on the basics of managerial accounting. The course will allow future managers to learn the basics of managerial accounting and the obligations of financial and nonfinancial managers. The course covers the following topics: Introduction to financial management, Financial planning and projected financial reports, Financial ratios, Capital Investing, Capital Investing (additional remarks), Budgeting, Sources of capital, Management of assets, Dividends and dividend policy, Measuring and management of dividend policy, Mergers and acquisitions.

MAN 405 – Management of Projects and Agreements; Weekly hours: 2+0, ECTS: 4

The purpose of this course is to obtain an understanding of project management and its principles in a contemporary project environment. It aims to introduce students to the language used by practitioners in conjunction with the terminology recognized by the Project Management Institute (PMI). The first part of the module will cover the five basic process groups of the Project management Body of Knowledge (PMBOK) guide, namely, the Initiation (Scoping), Planning, execution (Launching), Monitoring and Control, and Closing of projects. The second part of the module will focus on the project management life cycles and strategies, adaptive project management approaches, and project portfolio management. The course covers the following topics: Introduction to Project Management, Project Initiation and Selection, Project Life Cycle, Project Planning, Project Teams and Scheduling, Project Portfolio Management, Alternative Project Management Approaches, Project Management Lifecycle, Project Planning and Managing Risk, Project Implementation, Project Control and Reporting, Project Evaluation, Learning Outcomes, Project Closure.

IER 406 – Contemporary Economic Systems; Weekly hours: 2+1, ECTS: 4

The main objective of this course is to increase students' knowledge on contemporary economic systems and to show the applications of various economic systems in daily life. The course covers the following topics: Introduction, Different Aspects of Economic Systems' Analysis, Economic Principles and Indivisibilities in the Firm Intensive System, Uncertainties and Externalities in the Firm Intensive System, Collectivities and Income Distribution in the Firm Intensive System, Polity Functioning and National Accommodations in the Firm Intensive System, The State Intensive System, The State Intensive System: Economic Transitions, Economic Systems in the Developing World (Regional Differences), Economic Systems in East Asia and Pacific, Economic Systems in Middle East, North Africa, and Arab Gulf, Turkey's Economic System, A Social Accounting Approach, Social Accounting Approach applications to countries of Western and Eastern Europe.

MANAGEMENT

FIRST YEAR

SECOND SEMESTER

ENG 102 – English Language II; Weekly hours: 2+1, ECTS: 5

The purpose of this course is to enrich student vocabulary, to practice spoken language, to learn the various linguistic / grammatical structures, to overcome the various models of academic writing skills in written English. The curriculum includes the following themes: Introduction, Adventures of Ideas by A.N. Whitehead; Non-auditory Effects of Noise (writing comparison and differences), The Past Life of Earth; The Raising of the 'Vasa' (reading, discussion, writing), Patients and Doctors; The Pegasus Book of Inventors (reading, discussion, writing-problem solving), Exploring the Sea-floor by TF Gaskell; On Telling the Truth (reading, discussion, writing), (writing essays for the application study program).

MATH 103 – Mathematics for Economics and Business; Weekly hours: 2+1, ECTS: 5

The objectives of the course are to give students knowledge of mathematics with emphasis on applications in economics and business. The curriculum includes: Basic concepts, Linear function and Applications (demand, supply, cost, revenue), Simultaneous linear equations and Applications (equilibrium and break even, consumer and producer surplus), Non-linear functions and Applications, Financial mathematics: arithmetic and geometric sequences and series, simple interest, compound interest and annual percentage rates, depreciation, net present value and internal rate of return, annuities debt repayments, sinking funds, Differentiation and Applications (marginal functions, average functions, optimization for functions of one variable, economic applications of maximum and minimum points), Integration and Applications (definite integral and area under curve, consumer and producer surplus).

IER 102 – Accounting Principles; Weekly hours: 2+1, ECTS: 5

Through this subject we acknowledge, why is accounting so important. We learn how managers, investors and creditors make use of accounting information. We learn the accounting systems, recording financial transactions, financial analysis and classification of financial reports. Additionally we discuss problems related to estimation of capital, sales expenses, cash flows, etc. The course curriculum conteins the following topics: Introduction to accounting ; Preparation of accounting information; Completing the accounting cycle; Financial reports (Balance sheet); Financial reports (Income statement); Financial reports (Equity statement and cash flow analysis); Analysis of financial reports (financial ratios); Recognition of measurement of elements of financial statements; Accounting for assets, liabilities and Equity; Accounting for cash and receivables; Accounting for inventories; Accounting for long term assets; Accounting for long term assets; Fraud and Internal Control; Managerial Accounting.

POL 101 – Introduction to Law; Weekly hours: 2+1, ECTS: 5

The main objective of the course is to give a general understanding about the general principles and the basics of law. The curriculum includes the following topics: Society and order, Social order, Characteristics of legal rules, Application of legal rules, Interpretation of legal rules, Sources of law, Legal system of the world, Branches of law, The fundamental concept of public law, Constitutional Law, Administrative and criminal law, Law of procedure and public international law, Private law and civil law, Commercial law and private international law**.**

POL 102 – Introduction to Politics; Weekly hours: 2+1, ECTS: 5

The aim of the course is to introduce students to the basics of the various branches of engineering. The curriculum includes the following themes: The engineering profession, concept engineering, ethics and

responsibility. It is considered to systems of numbers and units of measure, using computers and graphic techniques. One of the main goals of this course is to prepare the engineer for teamwork, and creating the ability to solve problems and ways of communication in the team. This course covers the basic knowledge needed for the following types of engineering: Fundamentals of Mechanical Engineering, Fundamentals of electrical engineering, Fundamentals of Chemical Engineering, Bio-Medical Engineering, Engineering design, Reversed engineering, Engineering maintenance, Engineering safety at work, Human factors engineering, use of computers in engineering.

TUR 102 – Turkish Language II; Weekly hours: 2+1, ECTS: 5

The aim of this course is to introduce the students to elementary Turkish language skills. The course begins with the Turkish alphabet and studies basic Turkish by reading and writing of easy and simple sentences. The curriculum includes the following themes: Locations, prepositions, agglutination, vowel harmony, Time Passes by: Simple past tense, from past to now; past perfect tense, Memories: Present Tense; linkings, with, 'ile, "Where shall we dine? Where shall we go? What shall we do? "What shall we eat?", Negative Imperatives; Subjunctive Mood: Comparatives: Adjectives / Adverbs; Superlative Adj / Adv.;, "Dear Officer / Sir/ Madam"; Present tense; ", Request for Help: "Diminutives; Dative, Locative suffix; ablative forms ., Negative Verb: Interrogative Particle.

MK 102 – Macedonian Language II; Weekly hours: 2+1, ECTS: 5

The goal of this course is to enrich vocabulary, practicing spoken language, learning the various linguistic, grammatical structures, overcoming the various models of academic writing skills in written forms in Macedonian Language. The curriculum includes the following themes in Macedonian: Adjectives; At the market, Personal pronouns. Family, Future tense; At a hotel, Stories – Past Tenses, The Past Definite Imperfective Tense – Imperfect, The Modal Verbs in the Imperfect, Causal Clauses, Negative Quantifying and Universal Quantifying Pronouns and Adverbs, The Adverb МНОГУ.

SECOND YEAR

FOURTH SEMESTER

IE 203 – Systems Management; Weekly hours: 2+1, ECTS: 6

This course will provide the knowledge for the production and service systems, and their development in a way that will provide development of effective, efficient and reliable systems, but in total systems that will satisfy the customers' needs and requirements. The subject covers the following topics: Concept of Production Systems; Production Management; Service systems; Service systems management; Managing Global Operations; Design and analysis of product: Determination and ranking of factors which have influence on the process / system (Trade off analysis, Design of experiments, Delphi method);Product life-cycle cost; Standardization and simplification; Application of decision techniques in the new product development; Ergonomics aspect; Decision for procurement or production system element. Plant Location and Layout: Need for Selecting a Suitable Location; Factors Influencing Plant Location/Facility Location; Materials Management: Material Planning and Control, Purchasing, Stores Management, Inventory Control or Management, Standardization and Simplification; Just-In-Time (JIT) Manufacturing.

IER 204 – Macroeconomics; Weekly hours: 2+1, ECTS: 5

The main objective of this course is to increase students' knowledge on various macroeconomic theories and policies by illustrating from Macedonian, Turkish, EU and The U.S economies and to show the applications of various economic subjects in daily life. After completing this course, students will be able to understand: The Scope and Method of Economics, National Income Accounting, Mixed Economy, Growth and policy, Aggregate supply, demand and policy, Aggregate supply: wages, prices, and unemployment, Business cycles, The anatomy of inflation and unemployment, Policy Preview, Investment spending, Government spending and its financing.

STA 201 – Probability and statistics; Weekly hours: 2+1, ECTS: 5

The aim of the course is to give some basic terms, concepts, and learn how the stochastic methods come about and why they work. This course will provide students with a good understanding of the theory of probability, both discrete and continuous, including some combinatorial, a variety of useful distributions, expectation and variance, analysis of sample statistics, the law of large numbers, central limit theorem, confidence interval, testing hypotheses, t-test, and comparing two samples. After completing this course, students will be able to: Develop the ability to solve problems using probability; Make connections between probability and other branches of mathematics; Understand the meaning of statistical statements as well as judge the quality of their content. Sets and operations with sets; Sample space and events; Probability function definition; Products of sample spaces; Conditional probability; Multiplication rule; The law of total probability; Bayes' rule and independence; Discrete and continuous random variables; Expectation and variance; Joint distribution; Covariance and correlation; The law of large numbers; Central limit theorem; Basics of statistical models; Data analysis.

MATH 203 – Mathematical Modeling; Weekly hours: 2+1, ECTS: 5

The aim of the course is to give the students basic knowledge of mathematical modelling with stress on empirical modeling. Students will learn how to analyze and interpret the experimentally obtained data, hot to develop empirical model, but also to analyze the empirical models using software. The course covers the following topics: Introduction to mathematical modelling. Treatment of engineering data - Numerical interpolation using computer software MATLAB. Numerical differentiation using computer software MATLAB. Numerical integration using computer software MATLAB. Empirical models - Linear regression model. Using MATLAB software for least- squares calculations, Empirical models and physical laws). Empirical models - Multiple regression model (Estimating the coefficients, Developing a model, Estimating least-squares coefficients in multiple regression model by MATLAB software, Drawing graphs with MATLAB software, Confounding and collinearity, Model selection).

CE 213 – Information Technology; Weekly hours: 2+0, ECTS: 5

The aim of this course is to give some basic terms and concepts of the information technology. It is geared to draw attention to the important concepts underlying the field of IT, and can steer you to useful supplementary material. As IT is a rapidly advancing technology, the main objective of this course is to emphasize reasonably stable fundamental concepts on which this technology is built. After completing this course, students will be able to: Have good knowledge across the basic concepts of the whole field of IT. Know competitive advantages and strategic information systems. Know evaluation and classification of the information systems. Know about modern and emerging computing systems. Know managing information systems. Learn about both the systems and application software. The course explores the following topics: Introduction to Information Technology; Why Should you Learn About Information Technology? Competitive Advantage and Strategic Information Systems; Strategic Information Systems; Information Systems Infrastructure and Architecture; Memory Storage; Computer hierarchy; Input and Output Technologies; Computer Software and applications; Managing Organizational Data and Information; Database Management Systems; Network and Telecommunications Basics; Network Basics; Network Communications software and Telecommunications applications; IT Ethics, Impacts, and Security.

MAN 212 – Entrepreneurship; Weekly hours: 2+1, ECTS: 5

There has never been a more invigorating and opportunistic time to study entrepreneurship. Around the world, the current economic crisis is not just negatively affecting business, this crisis is also generating business opportunities for the creative and daring. This course aims to show how to take advantage with entrepreneurship and to introduce the students to the process of entrepreneurial success and shows them how to be effective every step of the way. Introduction to Entrepreneurship Recognizing Opportunities and Generating Ideas Feasibility Analysis; Writing a Business Plan Industry and Competitor Analysis Developing an Effective Business Model Preparing the Proper Ethical and Legal Foundation Assessing a New Venture"s Financial Strength and Viability Building a New Venture Team Getting Financing or Funding Unique

Marketing Issues The Importance of Intellectual Property Preparing for and Evaluating the Challenges of Growth Strategies for Firm Growth

THIRD YEAR

SIXTH SEMESTER

BA 301 – International Business Management; Weekly hours: 2+1, ECTS: 6

Today's business environment has become highly complex, dynamic and globalised. At the same time there is a paradigm shift in doing business. From Global Corporate Leaders to small business start-ups there is a rising in consciousness for more corporate responsibility. International business as a field of study and practice encompasses that public and private business activity affecting the persons or institutions of more than one national state, territory, or colony. Contents: Introduction of International Management, Theories of International Management, Political Economy, Economic Development and International Management, Culture and International Management, Strategies and Structures of the International Business, The Competitive Global Business Environment, International Business Management Strategy, Guidelines for Global Business and Legal Aspects, Business Control Strategy.

IER 307 – Trade Agreements; Weekly hours: 2+1, ECTS: 6

The aim of this course is to give extensive knowledge of all the legal elements of trade agreements, different types of trade agreements and sources of international trade law as well as knowledge of the organizations which are creating the regulations for trade agreements. After finishing the course, students will have knowledge of the concept and scope of international trade law, approaches to unification of international trade, international governmental and non-governmental organizations involved in the creation of the rules of international trade law (Uncitral, Unidroit, Icc) concept and structure of international trade transactions (contracting with foreign elements - elements of contracts , the concluding stages, negotiation , offer for conclusion of contracts , acceptance of offer, time and place of signing the contract) , an international agreement on trade sales, different types of international trade agreements (contract for international mediation , agreement on international trade advocacy, contract on commissions in international trade, contract on international transport of goods, lease contract, contract know-how as an international trade agreement, factoring contract, forfeiting contract, distribution agreement, franchise agreement, agreement for international shipping, agreement on long-term cooperation, agreement for international bank transfer), methods of payment in international trade (basic methods of payment in international trade: credit cards, checks, electronic money transfer, paying through commercial banks, letter of credit), resolving disputes in commercial trade transactions (judicial arbitration and protection, mediation , negotiation).

RMSS 307 – Research Methods in Social Sciences; Weekly hours: 2+1, ECTS: 5

To provide students with relevant knowledge about the basic characteristics of the research process, methodology and instruments available in scientific research and in the realization of the research and preparation of scientific papers. In addition students will learn the relevant aspects of each stage in the process of research and gain practical knowledge on reporting and the preparation of research projects. The course intention is to introduce students with the scientific method and methods for collecting data and information used in scientific research. The students will learn about the process of scientific research and the stages of this process, such as choosing the title, address critically the existing literature, designing a strategy of research, quantitative and qualitative methods of research, collection and analysis of data, and academic writing of the scientific research report.

IER 305 – International Marketing; Weekly hours: 2+1, ECTS: 5

Upon successful completion of this course, students will be able to understand the potential of different countries as different markets, to appraise the potential of different countries for a variety of goods and services, to analyze environmental variables of international marketing, to present and defend alternative

marketing mix selections against different contexts, to understand the importance of culture in international marketing success. International marketing is one of the most recent scientific disciplines in business economy and monitor and analyze the international marketing activities of the enterprise from a specific angle. Within this course students will learn about: trade distortions and marketing barriers, political, legal, economic and cultural environment of International marketing. Special attention is paid to cultural differences and similarities in different countries, the context of consumer behavior, marketing research and information systems, and product and promotion strategies in the international context.

IER 304 – Public Finance; Weekly hours: 2+0, ECTS: 4

The objective of this course is to provide a general knowledge on the public finance. It is aimed to give the theories of the public finance, and analyze the spending and revenues of government within the framework of public finance theories. The students will be informed about various sources of public revenues; also they will be informed on spending and their effects on economy. The subject explores the following topics: Introduction, Public Finance, Externalities and the Environment, Public Goods and Political Economy, Cost-Benefit Analysis, Social Security, Health Insurance, Tax Incidence and Inefficiency, Income Taxes, Consumption Taxes, State and Local Public Finance, Education, Low-Income Assistance, Government Borrowing

FOURTH YEAR

EIGHT SEMESTER

PCG 403 – Organization Counseling; Weekly hours: 2+1, ECTS: 6

This course aims to make the students familiar with the different models of counseling in organizations. In addition, within this subject, students will become familiar with the social context in which counseling in organizations is performed, as well as the ethical dilemmas that counseling creates. The subject covers the following topics: Introduction to organizational counseling; Characteristics of organizations; Organizational culture and its impact on counseling; The role of a counselor; Case studies that illustrate the role of counselors in organizations; Promotion of skills of counselors in organizations; Management of the counseling process; Evaluation of the programs of counselors for organizations; Supervision of the work of counselors for organizations; The ethical questions related to counseling in organizations; Counseling as a foundation for progress of organizations.

MAN 404 – Financial Management; Weekly hours: 2+1, ECTS: 5

The objective of this course is to learn students with the basic concepts and practices of financial management. The concept is set on the basics of managerial accounting. The course will allow future managers to learn the basics of managerial accounting and the obligations of financial and nonfinancial managers. The course covers the following topics: Introduction to financial management, Financial planning and projected financial reports, Financial ratios, Capital Investing, Capital Investing (additional remarks), Budgeting, Sources of capital, Management of assets, Dividends and dividend policy, Measuring and management of dividend policy, Mergers and acquisitions.

MAN 407 – Quality Management; Weekly hours: 2+1, ECTS: 5

This course will focus on Quality concepts and philosophies in organizational processes. By this focus, it will present a general framework for creating a superior performance as a final organizational output. The intent of the course is to help students in understanding the basic framework for studying quality management, narrower and broader definitions of quality and the result of its application, the functions of quality management for organizational performance and competitiveness. In this context, particular attention is paid to the following aspects: the principles of quality management, quality principles, the quality imperative: the economic imperative – the social imperative – the environmental imperative – the challenge for service organizations, as well the barriers to quality in organizations. It also emphasizes the importance of the

system approach in managing quality, and in this context quality management with ISO 9000, and How ISO 9000 made us think about quality. The program provides an overview of Total Quality Management (TQM), Deming philosophy and gurus of TQM and Six Sigma as a strategic concept.

MAN 405 – Management of Projects and Agreements; Weekly hours: 2+0, ECTS: 4

The purpose of this course is to obtain an understanding of project management and its principles in a contemporary project environment. It aims to introduce students to the language used by practitioners in conjunction with the terminology recognized by the Project Management Institute (PMI). The first part of the module will cover the five basic process groups of the Project management Body of Knowledge (PMBOK) guide, namely, the Initiation (Scoping), Planning, execution (Launching), Monitoring and Control, and Closing of projects. The second part of the module will focus on the project management life cycles and strategies, adaptive project management approaches, and project portfolio management. The course covers the following topics: Introduction to Project Management, Project Initiation and Selection, Project Life Cycle, Project Planning, Project Teams and Scheduling, Project Portfolio Management, Alternative Project Management Approaches, Project Management Lifecycle, Project Planning and Managing Risk, Project Implementation, Project Control and Reporting, Project Evaluation, Learning Outcomes, Project Closure.

MAN 406 – Negotiations Strategies and Tactics; Weekly hours: 2+1, ECTS: 4

In this course students will learn the processes of negotiation as it is practiced in a variety of settings. They will develop an understanding of the principles, strategies, and tactics of effective negotiation, conflict resolution, and relationship management, and enhance your ability to assess the variables in negotiations, the impact of interpersonal styles, personality, and culture. The course treats negotiation, conflict resolution and relationship management as complex processes that require the successful practitioner to develop and use a unique blend of perceptual, persuasive, analytical, and interpersonal skills. Also special attention will be given to preparing for negotiations, distributive negotiations, integrative bargaining: creating value, multi-issue negotiations, multi-party negotiations.