

Course	Code	Brief Description	EC TS	O/ E	Required Literature
<b>Year 1</b>					
<b>Introduction to Management</b>	<b>MNGT 1001</b>	This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. Survey of the history of management and review of significant management literature; Applications of management theories to practical problems in planning, organizing, and controlling business activity	6	0	Robbins, C. and Coulter. M (2007) Management, 9th edition. Pearson Education International
<b>Business Math</b>	<b>MATH 1001</b>	Knowing that economics is no more a deductive science, using verbal logic grounded on a few basic axioms, extensive use of graphs, equations and statistics replaces the verbal deductive method. In view of the increasing complexity of modern economic problems, the need to learn and explore the possibilities of the new methods is becoming ever more pressing, on one hand and the mathematical methods guarantee deeper insight into the subject and lead towards exact and analytical solutions. If methods based on Mathematics are used suitably according to the needs of Social Sciences they can prove to be compact, consistent and powerful tools especially in the fields of Economics, Commerce and Industry. Our intent in this course is to present you how your economic knowledge can be discovered and extended by means of mathematical formulations. This course has been designed to provide mathematical functions for students enrolled in Business and economics. It begins with non-calculus topics such as functions, equations, and matrix algebra, and then some calculus topics will be covered with applications. In order to stand out in today's competitive job market, new economics graduates need to bring special skills and abilities that will give them the potential to hit the ground running and contribute immediately. Those students who succeed in solving the problems on their own efforts will surely find a phenomenal increase in their knowledge, understanding capacity and problem solving ability.	6	0	- Barnett, R.A., Ziegler, M.R. and Byleen, K.E. (2008) Finite Mathematics for Business, Economics, Life Sciences and Social sciences, Pearson - Barnett, R.A., Ziegler, M.R. and Byleen, K.E. (2008) Calculus for business, economics, life sciences and social sciences, 11th edition, Pearson
<b>Introduction to Marketing</b>	<b>MARK 1001</b>	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 organisational context. Formal lectures covering the "basics" will be complemented by case studies, mini cases and exercises. The course will take 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	0	Kotler, P. and Armstrong, G. (2008) Principles of Marketing: International. 12-th edition, Pearson Higher Education.
<b>Principles of Accounting</b>	<b>FINC 1001</b>	This course introduces the basic principles of accounting theory and practice, emphasizing the sole-proprietorship form of business. Primary areas of study include the theory of debit and credit, accounts, and special journals, the accounting cycle, notes and interest, accruals and deferrals, receivables, inventory, plant assets, and the preparation of financial statements.	6	0	Harrison, M. P.(2007) Principles of accounting.Pearson Prentice Hall

<b>Composition 1</b>	<b>LANG 1001</b>	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	0	Dodovski, I. (2013) English Composition 1: Selected Materials, Skopje: UACS
<b>Introduction to Microeconomics</b>	<b>ECON 1001</b>	This course equips students with an excellent basis for economic thinking and analysis that is important for the remaining education, as well as for the professional careers in many areas. It begins with an introduction to the economic way of thinking and the main principles of Economics. Then it introduces the supply and demand, the concept of elasticity, and the market equilibrium. We then turn our attention to firms, costs of production, optimal production and profit maximization. Market structures and their impact on firms' behavior is then assessed. Students are then introduced to the alternative growth strategies of firms, and the foundations of governing business. The course ends up with the concept of externalities and the theory of consumer choice.	6	0	Begg, D. and Ward, D. (2009) Economics for Business, 3rd edition, McGraw-Hill Higher Education
<b>Elective Courses</b>					
<b>Computer Applications 1</b>	<b>CSCI 1001</b>	In this course, the students will learn how to work with Microsoft's most commonly used office applications for tabular computing, data storing and presentations. This course teaches useful skills for beginners and intermediate level users of Microsoft Office Applications. The students will obtain the skills for making tabular calculations and creating charts, making and working with databases, and creation of multimedia presentations.	6	E	Flora, R. et al. ECDL 5
<b>English Language 1</b>	<b>LANG 0900</b>	ESL1 is a required course for the students who study in Macedonian and it introduces them to the basic skills needed to survive in a country where English is either natively spoken or used as the language of wider communication. The key features are: a variety of cross-cultural topics, systematic development of all four language skills through realistic challenging tasks which encourage the learner's personal engagement, lexical exercises practicing and activating all essential vocabulary including collocations, phrasal verbs, fixed phrases, prepositions and word formation, a wide range of speaking activities and intonation practice, writing analysis and practice of various types of writing with full models, grammar sections covering all major grammatical areas and more advanced grammar points.	6	E	- Oxenden, C., Koenig, L. C., and Seligson, P. (2006) New English File: Preintermediate Student's Book. Oxford: Oxford University Press. - Oxenden, C., Koenig, L. C., and Seligson, P. (2006) New English File: Preintermediate Student's Workbook. Oxford: Oxford University Press.
<b>Business Law</b>	<b>LEGL 1001</b>	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).	6	E	Emerson, W. (2009) Business Law, 5th edition. Barron's Educational Series

<b>Psychology</b>	<b>PSYC 1001</b>	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, 9th international edition. Boston: Pearson
<b>Sociology</b>	<b>ANSO 1001</b>	This is an introductory course in the field of sociology which aims to provide deep insight into the basics of this discipline , the central ideas that constitute the basis of different approaches to the interpretation of social processes and forms / structures of the organization . During the course, will be presented the schools of positivism , functionalism , critical theory , structuralism , postmodernism and postculturalism as conceptual and methodological framework for offering an answer to the question what society is and how it works internally.Laws of social organization or self - structuring of society , the interaction between the individual and the community and, ultimately , social foundations of institutions and ideologies will be examined as part of this course.	6	E	Macionis, J. (2010) Sociology, 13 edition. Prentice Hall
<b>Year 2</b>					
<b>Business Communication</b>	<b>LANG 3751</b>	This course provides a general Business English course both for students who have not yet worked in business and for students who already have experience of business environments. It provides practical reading, speaking, listening and writing skills necessary in the business environment. It also contains a wide range of essential business vocabulary and grammar. Business English helps business people worldwide to be able to trade and work together. It includes: the vocabulary which business people use; the particular language skills which they require in order to do business in English; grammar; the ability to read about and discuss topics of general interest to business people.	6	0	Duckworth, M and Turner, R (2008) Business Result: Upper-intermediate Student's Book. Oxford: Oxford University Press
<b>Introduction to Statistics for Business</b>	<b>MATH 2001</b>	In order to stand out in today's competitive job market, new economics graduates need to bring special skills and abilities that give them the potential to hit the ground running and contribute immediately. One area where a student can have an immediate competitive advantage over both new graduates and existing employees is in the application of statistical analysis skills to economic, in particular, business problems. Our intent in this course is to build your statistical background and to give you the statistical skills necessary to meet the needs of business and the real-world decision-making problems. In this course, we discuss real-world applications as a motivation for learning business statistics. We will focus on decision making and business applications and provide you with an understanding of the roll of business statistics in decision making. To enhance students' appreciation for statistics, we emphasize computer-based analysis, rather than manual computation. To this end, Microsoft Excel is used extensively throughout the course.	6	0	Levine, D.M., Stephan, D.F., Timothy, K.C. and Berenson, M.L. (2011) Statistics for managers using Microsoft excel, 6th edition. Pearson

<b>Organizational Behavior</b>	<b>MNGT 2001</b>	Organizational Behavior skills covers the impact that individuals, groups and structure have within an organization, and then applies that knowledge to make function and malfunction in groups, how to resolve conflicts and how to build productive teams in order organizations to be more effective. More specific the course focuses on management and how the planning process helps managers to work more effectively; the characteristics of worldwide experiences in corporate governance and ways to improve corporate culture; the individual behavior and perception behind the decision making and employee motivation techniques in organizations; group and team foundation and their influence on building organizational information sharing, differences confrontation, ways of communication, conflict and negotiation skills, all by means of greater company productivity.	6	0	Robbins, P. S., Judge, A. T. (2012) Organizational Behavior. 13th edition, Pearson International Edition, Prentice Hall.
<b>Introduction to Macroeconomics</b>	<b>ECON 2101</b>	The course deals with common curricula in the field of macroeconomics . Through theoretical elaboration of the basic macroeconomic concepts and principles, it presents the basic factors that determine economic growth and development of a country . Central attention is directed to the interactive terms of consumption , saving, investment , unemployment and inflation , which are challenging the macroeconomic policy of a government of any country in the village council . For a detailed understanding of this interdependence , the subject performed developing the basic instruments ( policies) for macroeconomic regulation : monetary policy , fiscal policy and foreign - trade policy of the particular country.	6	0	Begg, D. and Ward, D. (2009) Economics for Business. Berkshire, McGraw-Hill Higher Education, 3rd edition
<b>International Management and Globalization</b>	<b>MNGT 2601</b>	This course is a study of international management focusing on the role of executive, middle, and front-line management in directing and improving organizational performance in a global environment. The topics cover the dynamic global environment of business management, by exploring political, legal, technological, competitive and cultural factors that shape modern corporations worldwide. Key topics include cross-cultural management, competitive strategy, and current trends in the global arena. Moreover it goes into concepts such as strategic, cultural, behavioral, legal, socio-ethical issues, and functional aspects of international management. This will give a solid base for development of management systems, as well as, the functions, strategies, and structures. The course will offer insight to the new realities in the international businesses with focus on emerging markets, diversity of international business participants, exporting as well as corporate social responsibility.	6	0	- Cavusgil, S. Tamer, K, and Riesenberger, R. J. (2008) International Business: Strategy, Management, and the New Realities. Pearson Prentice-Hall - Deresky, H. (2008) International Management. Managing across borders and cultures, 6th edition. Pearson-Prentice Hall
<b>Introduction to HRM</b>	<b>MNGT 2501</b>	The Human resources are one of the most important resources for the organization and also one of the most difficult to manage. This course will provide the necessary skills and knowledge in the most important aspects of human resource management such as: planning, recruitment and selection, learning and development, motivation, compensation, legal aspect of HR. During role of the human resource department will be discussed as separate topics. This subject integrates findings from various	6	0	Tomovska Misoska, A. (2013) Introduction to HRM (reader). Skopje: UACS

<b>Market Research</b>	<b>MARK 2101</b>	The course allows you to gain basic knowledge of marketing research . This course teaches the process of marketing research and highlight the differences between qualitative and quantitative research techniques . It gives instructions on how they successfully used in practice for the analysis of market opportunities and threats , including internal and external market analysis , consumer , competition analysis and pesto . Special emphasis is given to ethics in research and specific research in international business environments.	6	0	- Paurav, S. (2010) Essentials of Marketing Research: Part I - Approach, Research Desing and Sampling. Part II - Measurment, Questionnaire, Analysis and Reporting. Paurav & Ventus Publishing. - Malhotra, N. et al. (2012) Marketing Research An Applied Approach, 4th Edition, Pearson
<b>Consumer Behavior</b>	<b>MARK 2501</b>	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.	6	0	Solomon, M.R. (2009) Consumer behavior: Buying, having and being. 8th edition, New Jersey: Prentice Hall.
<b>Public Finance</b>	<b>ECON 2411</b>	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.	6	0	Mikesell, L. J. (2003) Fiscal Administration, Analysis and Applications for the Public Sector, Thomson Wadsworth, 6th Edition - Hillman, A. (2003) Public finance and public policy, Cambridge university press - Mankiw, G. (2004) Principles of Economics, 3rd edition, Thomson
<b>Financial Accounting</b>	<b>FINC 2101</b>	The course is on financial accounting concepts, principles, processes and uses of accounting data for financial reporting and analysis. 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 are stressed. This entails a focus on current reporting requirements with consideration of their strengths and weaknesses. Such knowledge will enable the student to participate in and manage the future important accounting and reporting activities of a company including entrepreneurial businesses.	6	0	Reimers, J. L. ( 2011) Financial Accounting: A Business Process Approach, 3th Edition (International), Pearson Prentice Hall
<b>Elective Cources</b>					
<b>Business Ethics</b>	<b>ANSO 2001</b>	Business Ethics is a system of moral principles applied to business in the broadest possible sense. After a short introduction to the origins and development of business ethics, this course shall present a more constructive approach based on the notion of "moral capital" or virtue. We shall also explain how the firm, through the proper ethical perspective, could actually be a potent force toward attaining the common good of society.	6	E	Bundaleska, E. (2010) Business Ethics (reader). Skopje: UACS

<b>EU Economics</b>	<b>INTB 2001</b>	This 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 main issues related to common markets, single currency areas, integration and competition, and will concentrate on a number of key economic issues which are of interest to economic agents and policymakers in the EU. Beside the historical development of the EU, the main areas of interest will be the key figures that govern political and economic processes in the EU; 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	E	Stefanovska, M. (2013) EU Economics (reader). Skopje: UACS
<b>Global Understanding</b>	<b>GLOB 3001</b>	This course offers a very unique opportunity for UACS students to learn about other cultures in a face-to-face environment without having to leave their classroom. This class is designed to make the most of interactive technologies to give UACS students the opportunity to communicate with students in different countries live time. This way, students at each participating university can learn about a number of different cultures while simultaneously helping to teach about their own. The cultural exchange is based both on written communications between pairs of students (via 'chatting' and combined assignments) as well as through "web-streamed" face-to-face dialogue.	6	E	Todorova, M. (2011) Global Understanding (reader). Skopje: UACS
<b>Public Finance</b>	<b>ECON 2411</b>	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.	6	0	Mikesell, L. J. (2003) Fiscal Administration, Analysis and Applications for the Public Sector, Thomson Wadsworth, 6th Edition - Hillman, A. (2003) Public finance and public policy, Cambridge university press - Mankiw, G. (2004) Principles of Economics, 3rd edition, Thomson
<b>Introduction to E-Business</b>	<b>MNGT 2321</b>	This is an introductory course for E-Business, aiming to help students gain basic knowledge about e-business and electronic trading in general. The course brings an overall view of the e-business environment – from business, technical and legal perspectives. Topic covered are: E-business overview, Business Models in the new world, E-markets, E-marketing, E-business technology and infrastructure, E-banking and e-payment systems, E-government services, Mobile computing, Legal and ethical issues in the e-business environment.	6	E	Turban, E., et al. (2010) E-commerce, a managerial perspective. Prentice Hall
<b>Ecology and Sustainable Development</b>	<b>ECOL 2001</b>	This course aims to provide students with acquire knowledge about the environment and sustainable development and crucial aspect of modern environmental regulation and legislation, environmental management and environmental policies. Also the course aims to encourage development of skills through solving practical problems and developing analytical skills.	6	E	Kubasek, K. N. and Silverman, S. G. (2010) Environmental law, Pearson Prentice Hall, New Jersey - Sapuric, Z. (2010) Environment and Sustainable Development, Regulations and Policies. Skopje: UACS

<b>International Management and Globalization</b>	<b>MNGT 2601</b>	<p>This course is a study of international management focusing on the role of executive, middle, and front-line management in directing and improving organizational performance in a global environment. The topics cover the dynamic global environment of business management, by exploring political, legal, technological, competitive and cultural factors that shape modern corporations worldwide. Key topics include cross-cultural management, competitive strategy, and current trends in the global arena. Moreover it goes into concepts such as strategic, cultural, behavioral, legal, socio-ethical issues, and functional aspects of international management. This will give a solid base for development of management systems, as well as, the functions, strategies, and structures. The course will offer insight to the new realities in the international businesses with focus on emerging markets, diversity of international business participants, exporting as well as corporate social responsibility.</p>	6	0	<p>- Cavusgil, S. Tamer, K, and Riesenberger, R. J. (2008) International Business: Strategy, Management, and the New Realities. Pearson Prentice-Hall - Deresky, H. (2008) International Management. Managing across borders and cultures, 6th edition. Pearson-Prentice Hall</p>
<b>Introduction to HRM</b>	<b>MNGT 2501</b>	<p>The Human resources are one of the most important resources for the organization and also one of the most difficult to manage. This course will provide the necessary skills and knowledge in the most important aspects of human resource management such as: planning, recruitment and selection, learning and development, motivation, compensation, legal aspect of HR. During role of the human resource department will be discussed as separate topics. This subject integrates findings from various sciences such as psychology, sociology and economics to provide an insight into the complex field of Human resource management.</p>	6	0	<p>Tomovska Misoska, A. (2013) Introduction to HRM (reader). Skopje: UACS</p>
<b>Year 3</b>					
<b>Business Applications and Information system</b>	<b>MNGT 3604</b>	<p>Profound knowledge of Information Systems is important prerequisite for successful management in the contemporary business settings. This course is designed to examine the use of Information Systems to support the management and business activities of an organization. General proficiency in office administration software or in more and more social media are useful traits but not sufficient. Managers today must to know many nuances of the business information systems since they shape most, if not all, of business processes in contemporary organizations. Moreover, without the advanced knowledge of the features of these information systems the contemporary manager would be practically not able to perform its tasks. Students learn the main business processes and analyze the information needed for their fulfillment. They learn how the contemporary information systems meet these needs and how they add value to the organization by supporting its business processes, particularly from the view point of the today's dynamic environment.</p>	8	0	<p>Laudon, C. K., Laudon, P.J. (2010) Management Information Systems: Managing the Digital Firm, 11 th Edition. Prentice Hall</p>

Principles of Project Management	MNGT 3314	The aim of this course is to provide the students with an integrative view of project management. The integration includes the process of selecting projects that best support the strategy of a particular organization and that could be best supported by the technical and managerial processes made available by the organization in order to have successful completion of the projects. As prospective projects managers, this course would enable the students to understand the role of a project in their organizations and to know the basic project management tools and techniques required in the process of project implementation. At the same time this course would provide the students with the necessary interpersonal skills for a successful implementation of a project.	8	0	Clifford, F. G. and Larson, W. E. (2006) Project Management: The Managerial Process, 3th international edition. McGraw Hill
Corporate Finance	FINC 3014	Corporate Finance is financial area connected with investment and financial decisions made by corporations and the tools and analysis used in making such decisions. Main goal of corporate finance is to maximize corporation value through corporation financial risk management. There are short and long term decisions and techniques in corporate finance. Capital budget decisions represent long-term choice of the project to be financed, if the project should be financed with own capital (stocks) or landed capital (bonds, loans), asset valuation and when, if and in which form the dividend will be paid to shareholders. On the other hand, short-term decisions are covering the current assets and liabilities, cash position management, inventories and receivables, etc.	8	0	Braley, M., M. (2009) Fundamentals of Corporate Finance, 6th edition. McGraw Hill
Entrepreneurs hip	MNGT 3111	The course should enable one prepare basic business plans for start ups as well as early stage plans for expansion of services and/or products in existing companies. The course offers interactive methods for assessing venture capital investments, interviews with successful entrepreneurial firms and complementary set of case studies that simulate real time situations. The course stimulates online search techniques and company/industry intelligence. The interactive approach enlightens the market opportunities and various industries maturity stage in order to bring to attention the gaps in the market. The course includes online simulation of working in local and international business environment with students' virtual company.	8	0	Barringer, B. R. and Ireland, R. D (2010) Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson Prentice-Hall
Principles of Operations Management	MNGT 3504	Operations Management is important, exciting, challenging, and everywhere you look! Important, because it's concerned with creating all of the products and services upon which we depend. Exciting, because it's at the center of so many of the changes affecting the world of business. Challenging, because the solutions that we find need to work globally and responsibly within society and the environment. And everywhere, because every service and product that we see is the result of an operation or process. In light of that, this course provides understandable and structured presentation of operations management related with products and services. It presents a logical flow through operations manager's activities, issues and decisions in order to run the business effectively. The course is also providing a strategic perspective of operations management and its contribution to the company's long-run success and profitability.	8	0	Slack, N., Chambers, S., Johnston, R. (2010) Operations Management, 6th Edition. Prentice Hall

Business Planning	MNGT 3121	The course introduces students to the nature of strategic management and the shaping of business policy. At the core of this course are formulation, development, 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. Through case study students will have the opportunity to develop strategic plans and engage in the exploration of a creative side of the strategic management.	8	0	Fred, R. D. (2014) Strategic Management, 12th edition. Pearson.
Product Development Policy	MARK 3614	The course is designed to provide basic knowledge of branding and new product development as strategic management concepts. It focuses on customer's brand equity approach and gives comprehensive understanding of new product development and growing brand portfolios. The course provides clear view on brand equity and positioning, innovations and developing new products in the portfolio, launching new products on the market, as well as building innovative corporate culture. During the classes, students will be introduced to relevant case studies and business examples and will work on a real project to practice the newly acquired skills.	8	0	- Keller K., Aperia T., Georgson M. (2008) Strategic Brand Management, A European Perspective, Pearson Education Limited. - Aaker, D. (1991) Managing Brand Equity, The Free Press.
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	0	Kotler P. and Keller, L. K. (2009) Marketing Management, 1 st edition. Pearson Higher Education.
Marketing Communication and Media	MARK 3704	The course covers the modern concept of marketing communication by adopting the terminology, theory and modern tools for successful advertising and promotion of modern companies, with a particular focus on integrated marketing communications. Examples and case studies are provided by the international advertising industry as examples of Macedonian advertising market.	8	0	Clow, K., Blaack, D. (2010) Integrated Advertising, Promotion, and Marketing Communications, 4th edition. Pearson Education
Sales Management	MARK 3904	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.	8	0	Jobber, D., and Lancaster, G. (2006) Selling and Sales Management, 7th Edition. Pearson Education

<b>Banking</b>	<b>BANK 3454</b>	This course is focused on the banking sector issues. 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. An overview on the last financial crisis and the changes in the regulatory requirements in the banking sector on international level in the post crisis period will be also given. The topics are presented through examples, case studies and discussion on the current developments in the banking worldwide.	8	0	Casu, B. et al. (2006) Introduction to Banking. Pearson.
<b>Contract Law</b>	<b>LEGL 3114</b>	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. Most commercial transactions involve contracts of some form, as they concern parties coming together to make a profit or protect an economic interest. 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 (such as definition, types, nominal value, issuing of securities, etc) are covered.	8	0	- Elliott, K. and Quinn, F. (2007) Contract Law, 6th Edition. Pearson - (Macedonian) Law on Obligations (Official Gazette of RM No. 18/01, 78/01, 04/02, 59/02, 05/03, 84/08, 81/09 & 161/09) - (Macedonian) Securities Law (Official Gazette of RM No. 95/05, 25/07, 07/08, 57/10, 135/11 and 13/13)
<b>Management of Financial Institutions</b>	<b>FINC 3524</b>	The course Management of Financial Institutions covers the deep knowledge, the related strengths and weaknesses of various forms of financial institutions, the dynamics of growth in the world and Macedonia, their regulation, the principles of corporate governance, management, measurement and control of risks, and organizational structure of the various forms of financial institutions.	8	0	Lazarevski, D. (2012) Management of Financial Institutions, Skopje: UACS
<b>Financial Markets and Institutions</b>	<b>FINC 3314</b>	The course introduces students with the role of financial markets and institutions for the business environment. Regarding financial markets the following topics are studied: the markets, of money foreign exchange, shares, bonds and derivatives. Regarding the institutions topics include: investment banks, insurance companies, investment and pension funds and their role in the economy.	8	0	Mishin, S. F., Eakins, G. S. Financial Markets and Institutions (2009), 6th edition Prentice Hall
<b>Elective Courses</b>					
<b>Marketing Management</b>	<b>MNGT 3211</b>	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	0	Kotler P. and Keller, L. K. (2009) Marketing Management, 1st edition. Pearson Higher Education.

<b>Contract Law</b>	<b>LEGL 3114</b>	<p>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.</p> <p>Most commercial transactions involve contracts of some form, as they concern parties coming together to make a profit or protect an economic interest. 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 (such as definition, types, nominal value, issuing of securities, etc) are covered.</p>	8	0	<p>- Elliott, K.and Quinn, F. (2007) Contract Law, 6th Edition. Pearson</p> <p>- (Macedonian) Law on Obligations (Official Gazette of RM No. 18/01, 78/01, 04/02, 59/02, 05/03, 84/08, 81/09 &amp; 161/09)</p> <p>- (Macedonian) Securities Law (Official Gazette of RM No. 95/05, 25/07, 07/08, 57/10, 135/11 and 13/13)</p>
<b>Career Development</b>	<b>MARK 3621</b>	<p>This course will enable students to familiarize and understand the processes that affect the planning and development of a professional career . By examining the various theories , research and practical examples from the field of human resources , psychology and career counseling students will receive information for the evaluation of different careers and occupations , the process of gathering information about the various career opportunities , decision making about career choosing a career . Students also will gain practical skills that will enable successful development of their own careers and representation before future employers by creating their own career portfolio consists of summary and various documents related to successful personal presentation.</p>	6	E	<p>Harwood, L. (2013) Your career: How to make it happen. Mason: Cengage Learning.</p>
<b>Multimedia in Advertising</b>	<b>MARK 3401</b>	<p>The purpose of this course is to introduce students with the theory and the history of design and multimedia, the links and differences with art, with the basics and the methods of the visual communication.Students with the program through theoretical lectures and practical exercise will learn the different media in digital form. Also,implication of the multimedia tools for production of digital communicational knowledge for the advertising and marketing communication needs will be introduced.</p>	6	E	<p>Wong, Y.L. (2009) Digital Media Primer. Prentice Hall</p>
<b>Entrepreneurs hip</b>	<b>MNGT 3111</b>	<p>The course should enable one prepare basic business plans for start ups as well as early stage plans for expansion of services and/or products in existing companies. The course offers interactive methods for assessing venture capital investments, interviews with successful entrepreneurial firms and complementary set of case studies that simulate real time situations. The course stimulates online search techniques and company/industry intelligence. The interactive approach enlightens the market opportunities and various industries maturity stage in order to bring to attention the gaps in the market. The course includes online simulation of working in local and international business environment with students' virtual company.</p>	8	0	<p>Barringer, B. R. and Ireland, R. D (2010) Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson Prentice-Hall</p>

<b>Internet and Digital Marketing Communications</b>	<b>MARK 3711</b>	<p>Digital media prompts opportunities and challenges for marketers to interact with consumers. The rules on how to best utilize the Internet and the new marketing channels it has precipitated are changing daily. Given these characteristics, this course will be a combination of analytical/critical endeavor and practical experience — we will learn how to analyze new marketing opportunities arising from the Internet, assess the challenges this medium presents, and develop an appropriate course of action to leverage the strengths of this medium. Our focus will be on concepts, strategies and tactics that can be employed in a wide range of settings. This course examines recent developments in e-business and considers the broad context of how consumers, technology, and marketing impact supply and demand.</p>	6	E	<p>Stokes R. (2013) E- Marketing: The Essential Guide to Digital Marketing, 5th edition. Quirk eMarketing Ltd.</p>
<b>Monetary Economics</b>	<b>ECON 3401</b>	<p>The course develops a number of theoretical frameworks for the analysis of the determinants of the price level and the rate of inflation, including ones in which monetary disturbances have real effects, that is, ones in which money can be non-neutral. 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. The 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. Coverage of models of monetary economics. The dynamics and real effects of inflation.</p>	6	E	<p>Mishkin, F.S. (2007) The Economics of Money, Banking and Financial Markets, 8th edition. Pearson.</p>
<b>International Money and Finance</b>	<b>ECON 3504</b>	<p>This course focuses on the macro-economic perspective. It starts with understanding of some basic macroeconomic concepts. Next, it studies the determinants of exchange rate fluctuations and the diversity of exchange rate systems in the world. The course will cover also what a company can and can not do to prevent currency risk. The course continues with a discussion of the recent international financial and monetary movements. Important topics and process towards economic and monetary integration in Europe (EMU) will be covered as well as the financial and monetary turbulence in emerging markets and the role of capital flows in the world economy.</p> <p>This course aims to raise awareness among students about the potential impacts of international economic developments on their business and to make students understand the international environment in which companies do business and how it functions</p>	6	E	<p>Madura, J. (2014) International Financial Management, 12th edition, South-Western College Pub.</p>



























