

# SCHOOL OF BUSINESS ECONOMICS AND MANAGEMENT

## GRADUATE STUDIES



Prof. Nikica Mojsoska Blazhevski, PhD, Dean

## I. WHY IS SBEM THE BEST SCHOOL FOR BUSINESS AND ECONOMICS IN MACEDONIA?



- ▶ UACS SBEM is the only internationally accredited school in the Republic of Macedonia
- ▶ UACS SBEM has excellent professors
- ▶ UACS SBEM employs the most advanced teaching philosophy
- ▶ The student/teacher ratio at SBEM is 18:1, which guarantees individual attention to every student.

Some say we are good, we say we are excellent!  
Because we have learned from the best  
– Harvard Business School



**HARVARD  
BUSINESS SCHOOL**

## II. OUR FACULTY

UACS SBEM program is supported by over 30 scholars, professors of management practice, and international visiting professors. Their combined knowledge and experience provides the students with a unique opportunity to learn from the best. The program at UACS SBEM offers thorough exposure to theoretical and practical issues.

UACSSBEM Faculty combines:

### I. ACADEMICS

### II. PROFESSORS OF MANAGEMENT PRACTICE –

With highest ranks and expertise, and

### III. INTERNATIONAL VISITING PROFESSORS

### ACADEMICS

Our professors are recognized scholars. Most of them are professionals in their areas of expertise and have significant achievements. They have also obtained their academic degrees and have decided to transfer their knowledge and know-how to the future generations.

Some of our faculty members are:

- ▶ Tome Nenovski, PhD and Marjan Petreski, PhD (National Bank of the Republic of Macedonia - NBRM),
- ▶ Marjan Bojadjiev, PhD (several companies and financial institutions),
- ▶ Nikica Mojsoska-Blazhevski, PhD (Ministry of Finance of the Republic of Macedonia),
- ▶ Ilijana Petrovska, PhD (marketing departments in financial organizations)

Most of our professors have earned their degrees at top ranked international universities.



## PROFESSORS OF MANAGEMENT PRACTICE

We are proud that the teaching at the UACS graduate program is also conducted by professors who are industry experts. Most of them are CEOs, and some are eminent experts in their respective fields.

The list includes, but is not limited to:

- ▶ Dimitar Kovachevski, PhD (Director of Corporate Communication Department of Makedonski Telekom AD – Skopje),
- ▶ Filip Ivanovski, PhD (CEO of Pakomak),
- ▶ Angelka Peeva Laurenchikj, Msc (Managing Director of Image PR),
- ▶ Gligor Bishev, PhD (CEO of Sparkasse Bank Macedonia AD Skopje),
- ▶ Dragoljub Arsovski, PhD (CEO of TTK Bank AD Skopje),
- ▶ Igor Velichkovski, PhD (Manager of Payment Systems Department, National Bank of the Republic of Macedonia – NBRM),
- ▶ Misho Nikolov, PhD (Senior analyst in the Monetary Policy and Research Department at the National Bank of the Republic of Macedonia – NBRM),
- ▶ Branko Stanchev, MBA (Chief Operating Officer Business of Makedonski Telekom AD – Skopje)
- ▶ Aneta Krstevska, PhD (Chief Economist at the National Bank of the Republic of Macedonia – NBRM).



## INTERNATIONAL VISITING PROFESSORS

One of the main points of difference vis-à-vis other universities in the region is that UACS SBEM provides international exposure at affordable tuition rates.

We are proud that most of the lectures at the UACS SBEM graduate program are conducted by lecturers from renowned universities, including:

- ▶ Vittorio De Pedys, PhD from ESCP Europe Business School, (Torino campus), Torino, Italy
- ▶ Jean-François Gagné, PhD, from University Paris I Pantheon-Sorbonne, Paris, France
- ▶ Kevin O'Neil, PhD, from State University of New York, NY, USA
- ▶ Dimitrios E. Akrivoulis, PhD, from New York College, Thessaloniki, Greece

- ▶ Jaka Vadnjal, PhD, from GEA – College of Entrepreneurship, Ljubljana, Slovenia
- ▶ Jeremy Cripps, PhD, Professor Honoris Causa at UACS, Heidelberg University, Ohio, USA
- ▶ Gerhard Wassenberg, PhD, from Aachen University of Applied Sciences, Aachen, Germany
- ▶ Nicholàs Kfuri, PhD, from Córdoba National University, Argentina.

## RESEARCH AND ACHIEVEMENTS

Our lecturers are leading scientists and researchers. At SBEM, the professor/academic paper index is 15.4 while the most prestigious index – Web of Science – is 0.36, which is an exceptionally high indicator.

These facts place UACS SBEM miles ahead from other schools of Business and Economics in Macedonia.

## III. AWARDS AND ACHIEVEMENTS OF OUR PROFESSORS

Numerous domestic and international recognitions received by our Faculty speak volumes about their quality.

- ▶ 2015 – Nikica Mojsoska – Blazhevski, PhD was awarded a Fulbright post-doctoral fellowship at Arizona State University, USA;
- ▶ 2014 – Nikica Mojsoska – Blazhevski, PhD is elected Director of the Education Committee in South-East Europe at the prestigious London School of Economics and Political Science (LSE);
- ▶ 2014 – Nikica Mojsoska – Blazhevski, PhD and Marjan Petreski, PhD won the second place in the Global Development Network, a world competition supported by the Japanese Government;
- ▶ 2012 – Marjan Bojadjev, PhD was awarded Teacher of the Year, in the framework of the ACBSP for Region 8;
- ▶ 2012 – Venera Krlju-Handjiski, PhD was awarded Business Leader of the Year in Macedonia;
- ▶ 2011 – Tome Nenovski, PhD received the October 23rd Award for his contribution to science and education;
- ▶ 2011 – Marjan Petreski, PhD received the Olga Radzyner Award for young researcher of the year, awarded by the Central Bank of Austria.



## IV. OUR TEACHING PHILOSOPHY

### WHAT DO WE TEACH AND HOW DO WE TEACH

At graduate level, we believe that the instructor's responsibilities include:

- ▶ Asking the right questions
- ▶ Leading the class discussions
- ▶ Helping the students find their own solution to the problems raised.

#### TEACHING METHOD

- ▶ We do ask the "WHAT" and "WHY" questions. But we also teach the "HOW"!
- ▶ Apart from teaching theory and facts, our primary goal is applying the knowledge and gaining practical skills.
- ▶ We employ leading-edge teaching techniques, such as: case studies, role plays, problem solving, individual and team projects, simulations.

By doing this, we have learned from the best – Harvard Business School. So far, we have 16 faculty members holding a teaching certificate according to the Participant-Centered Learning methods.

During the lectures, we use case studies designed by some of the best business schools in the world, as Harvard Business School and Darden School of Business.



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## V. COOPERATION WITH THE UACS BUSINESS COUNCIL

UACS Business Council consists of 150 leading companies in Macedonia: banks, telecommunications companies, advertising agencies, non-governmental organizations, as well as a number of successful small and medium enterprises.

UACSBEM Business Council provides:

- ▶ Adjustment of the curricula according to the needs of the real sector;
- ▶ Guest lecturers;
- ▶ Internships for our students;
- ▶ Career counseling and student recruitment upon graduation



## TITLE AND DEGREE EARNED UPON GRADUATION AT UACS SBEM

Master of Arts in Business Administration (90 ECTS) -  
Major: Management, Marketing or Human Resource  
Management

Master of Science in Business Administration (90 ECTS)  
Major: Finance and Banking

Master of Arts in Business Administration (120 ECTS) -  
Major: Management, Marketing or Human Resource  
Management

Master of Science in Business Administration (120 ECTS)  
Major: Finance and Banking

## VI. GRADUATE ABROAD

As a result of the credit transfer system, most universities around the globe accept academic credits from UACS that lead towards graduation. Nonetheless, UACS has signed multiple collaboration agreements with renowned universities in the USA and the EU, which provides our students with the possibility to transfer at another university and earn their degree. These are some of the universities we collaborate with:

Virginia International  
University, USA  
[www.viu.edu](http://www.viu.edu)



John Cabot University  
Rome, Italy  
[www.johncabot.edu](http://www.johncabot.edu)



Williams Business College,  
Sydney, Australia  
[www.williams.edu.au](http://www.williams.edu.au)



Université Paris  
Dauphine  
Paris, France  
[www.dauphine.fr](http://www.dauphine.fr)



Vesalius College  
Brussels, Belgium  
[www.vesalius.edu](http://www.vesalius.edu)



University of Applied  
Sciences, Worms, Germany  
[www.fh-worms.de](http://www.fh-worms.de)



Technical University  
Wien, Vienna, Austria  
[www.tu-wien.ac.at](http://www.tu-wien.ac.at)



Gazi University,  
Ankara, Turkey  
[www.gazi.edu.tr](http://www.gazi.edu.tr)



Tallahassee International  
College, Florida, USA  
[www.ticollege.net](http://www.ticollege.net)



## VII. EBSCO HOST

When learning and doing research, we seek for the most relevant sources: textbooks, articles, scholarly papers. Moreover, we use EBSCO HOST, the largest e-database. It includes all relevant topics covering the business area from 1918 until today.



## VIII. ALUMNI NETWORK

UACS Alumni Association represents a powerful networking opportunity.

It unites more than 1000 professionals and managers who stay connected with UACS in various ways. When they graduate, we deliver one important message to them:

**YOU CAN LEAVE THIS HOUSE,  
BUT IT WILL ALWAYS REMAIN YOUR HOME.**



## IX. CARE FOR THE COMMUNITY

UACS students learn a lot about their field of study. They are also encouraged to be respectable and responsible members of the communities they live in. This is why we have organized many socially responsible events and projects. Some of them are the following:

- ▶ 2015 – Charity Christmas sale of handmade Christmas ornaments, home cooked meals and drinks by SBEM students
- ▶ 2015 – “Thankful hearts, helping hands” charity event in honor of Thanksgiving Day 2015, for providing socially deprived families in Skopje with food, clothes and shoes for the upcoming winter months. Organized by Erasmus Student Network Macedonia and UACS Student Organization
- ▶ 2015 – A collaboration agreement has been signed between UACS School of Architecture and Design students and the Municipality of Dojran



## X. MASTER THESIS SEMESTER

UACS organizes a Master Thesis Semester which allows the students to work as a group under the supervision of a mentor. This is designed in order to help them complete their Master Thesis in four months, if they follow the prescribed course load.

Master Thesis Semester is a capstone project which aims for:

- ▶ Introducing the methods of academic and/or professional research
- ▶ Guiding students into delivering project work within the predetermined deadlines

By attending this semester, UACS students will have an access to:

**THREE SESSIONS** – Sessions on writing approximately five chapters of the Master Thesis. Each session organized within these seminar series will provide a step-by-step guide to writing each of the chapters;

**CONFERENCE SESSIONS** – A part of the conference sessions will provide the participants with the opportunity to present their work in progress in front of their peers and UACS faculty;

**GUIDANCE** – Apart from holding regular meetings with the mentor, the student will have regular consultations with the Graduate Student Coordinator regarding the technical details of the Master Thesis;

**NETWORKING** – The sessions provide the possibility for forming alliances with classmates and UACS faculty, who share the similar research interest;

**MASTER'S DEGREE** – These seminar series are organized in a way which enables our students to complete their Master Thesis in four months. They have to follow the previously assigned deadlines and participate in all three sessions of the Seminar Series.

## MASTER PROGRAM 4+1

| MANAGEMENT                       |           |
|----------------------------------|-----------|
| Course Title                     | ECTS      |
| Business Communication           | 8         |
| Advanced Organizational Behavior | 8         |
| Research Methods for Business    | 8         |
| Managerial Accounting            | 8         |
| Advanced Entrepreneurship        | 8         |
| Advanced Corporate Finance       | 8         |
| Strategic Marketing              | 8         |
| Strategic Management             | 8         |
| Master Thesis                    | 26        |
| <b>Total ECTS</b>                | <b>90</b> |

| FINANCE AND BANKING                                  |           |
|--|-----------|
| Course Title   | ECTS      |
| Business Communication                               | 8         |
| Advanced Organizational Behavior                     | 8         |
| Research Methods in Economics and Finance            | 8         |
| Managerial Accounting                                | 8         |
| International Finance                                | 8         |
| Portfolio Analysis and Management                    | 8         |
| Financial Reporting and Financial Statement Analysis | 8         |
| Bank Risk Management and Stress Testing              | 8         |
| Master Thesis  | 26        |
| <b>Total ECTS</b>                                    | <b>90</b> |

| MARKETING                           |           |
|-------------------------------------|-----------|
| Course Title                        | ECTS      |
| Business Communication              | 8         |
| Advanced Organizational Behavior    | 8         |
| Research Methods for Business       | 8         |
| Integrated Marketing Communications | 8         |
| International Marketing             | 8         |
| Public Relations                    | 8         |
| Strategic Brand Management          | 8         |
| Strategic Marketing                 | 8         |
| Master Thesis                       | 26        |
| <b>Total ECTS</b>                   | <b>90</b> |

| HUMAN RESOURCE MANAGEMENT                   |           |
|---|-----------|
| Course Title                                | ECTS      |
| Business Communication                      | 8         |
| Advanced Organizational Behavior            | 8         |
| Research Methods for Business               | 8         |
| Strategic Human Resource Management         | 8         |
| Performance and Compensation Management     | 8         |
| Staff Training and Development              | 8         |
| Creating and Managing Organizational Change | 8         |
| Strategic Management                        | 8         |
| Master Thesis                               | 26        |
| <b>Total ECTS</b>                           | <b>90</b> |

# MASTER PROGRAM 3+2

## MANAGEMENT

| Fourth Year - Management                   |           |
|--|-----------|
| Course Title                               | ECTS      |
| Business Communication                     | 8         |
| Advanced Organizational Behavior           | 8         |
| Research Methods for Business              | 8         |
| Business Ethics and Corporate Governance   | 8         |
| Managerial Accounting                      | 8         |
| Advanced International Management          | 8         |
| <i>Elective course</i>                     | 8         |
| Specialization Project and Internship      | 6         |
| <b>Total ECTS (without specialization)</b> | <b>62</b> |

| <i>Elective courses:</i>          | ECTS |
|-----------------------------------|------|
| Project Management                | 8    |
| Leadership                        | 8    |
| Operations Management             | 8    |
| Management of Information Systems | 8    |

| Fifth Year - Management    |            |
|----------------------------|------------|
| Course Title               | ECTS       |
| Advanced Entrepreneurship  | 8          |
| Advanced Corporate Finance | 8          |
| Strategic Marketing        | 8          |
| Strategic Management       | 8          |
| Cases in Management        | 6          |
| Master Thesis              | 26         |
| <b>Total ECTS</b>          | <b>64</b>  |
| <b>TOTAL ECTS (IV + V)</b> | <b>126</b> |

## FINANCE AND BANKING

| Fourth Year - Finance and Banking          |           |
|--|-----------|
| Course Title                               | ECTS      |
| Business Communication                     | 8         |
| Advanced Organizational Behavior           | 8         |
| Research Methods in Economics and Finance  | 8         |
| Advanced Corporate Finance                 | 8         |
| Managerial Accounting                      | 8         |
| Banking Management                         | 8         |
| <i>Elective course</i>                     | 8         |
| Specialization Project and Internship      | 6         |
| <b>Total ECTS (without specialization)</b> | <b>62</b> |

| <i>Elective courses:</i>                 | ECTS |
|--|------|
| Financial Products and Pricing           | 8    |
| Business Ethics and Corporate Governance | 8    |
| Audit                                    | 8    |
| Entrepreneurial Finance                  | 8    |
| Data Analysis                            | 8    |

| Fifth Year - Finance and Banking                     |            |
|--|------------|
| Course Title   | ECTS       |
| International Finance                                | 8          |
| Portfolio Analysis and Management                    | 8          |
| Financial Reporting and Financial Statement Analysis | 8          |
| Bank Risk Management and Stress Testing              | 8          |
| Cases in Finance                                     | 6          |
| Master Thesis  | 26         |
| <b>Total ECTS</b>                                    | <b>64</b>  |
| <b>TOTAL ECTS (IV + V)</b>                           | <b>126</b> |

## MARKETING

| Fourth Year - Marketing                    |           |
|--|-----------|
| Course Title                               | ECTS      |
| Business Communication                     | 8         |
| Advanced Organizational Behavior           | 8         |
| Research Methods for Business              | 8         |
| Integrated Marketing Communications        | 8         |
| Pricing Policy                             | 8         |
| Managing Distribution Channels             | 8         |
| <i>Elective course</i>                     | 8         |
| Specialization Project and Internship      | 6         |
| <b>Total ECTS (without specialization)</b> | <b>62</b> |

| <i>Elective courses:</i>                 | ECTS |
|--|------|
| Services Marketing                       | 8    |
| Operations Management                    | 8    |
| Business Ethics and Corporate Governance | 8    |
| Measuring Marketing Performance          | 8    |
| Leadership                               | 8    |
| Entrepreneurial Finance                  | 8    |
| Management of Information Systems        | 8    |

| Fifth Year - Marketing     |            |
|----------------------------|------------|
| Course Title               | ECTS       |
| International Marketing    | 8          |
| Public Relations           | 8          |
| Strategic Brand Management | 8          |
| Strategic Marketing        | 8          |
| Cases in Marketing         | 6          |
| Master Thesis              | 26         |
| <b>Total ECTS</b>          | <b>64</b>  |
| <b>TOTAL ECTS (IV + V)</b> | <b>126</b> |

## HUMAN RESOURCE MANAGEMENT

| Fourth Year - Human Resource Management    |           |
|--|-----------|
| Course Title                               | ECTS      |
| Business Communication                     | 8         |
| Advanced Organizational Behavior           | 8         |
| Research Methods for Business              | 8         |
| Strategic Human Resource Management        | 8         |
| Managerial Accounting                      | 8         |
| Recruitment and Selection                  | 8         |
| <i>Elective course</i>                     | 8         |
| Specialization Project and Internship      | 6         |
| <b>Total ECTS (without specialization)</b> | <b>62</b> |

| <i>Elective courses:</i>                 | ECTS |
|--|------|
| Business Ethics and Corporate Governance | 8    |
| Leadership                               | 8    |
| Project Management                       | 8    |
| Operations Management                    | 8    |

| Fifth Year - Human Resource Management      |            |
|---|------------|
| Course Title                                | ECTS       |
| Performance and Compensation Management     | 8          |
| Staff Training and Development              | 8          |
| Creating and Managing Organizational Change | 8          |
| Strategic Management                        | 8          |
| Cases in Human Resources Management         | 6          |
| Master Thesis                               | 26         |
| <b>Total ECTS</b>                           | <b>64</b>  |
| <b>TOTAL ECTS (IV + V)</b>                  | <b>126</b> |

- ▶ University American College Skopje reserves the right to offer courses in a special semester
- ▶ University American College Skopje reserves the right to amend the program