EUROPEAN UNIVERSITY

FACULTY OF ECONOMICS

STUDY PROGRAM

HEALTHCARE AND PHARMACEUTICAL MANAGEMENT
(UNDERGRADUTE STUDIES)

SECOND CYCLE OF STUDIES (4+1)

Course program

The Study program in Economics for Second cycle of studies at the Faculty of Economics - Healthcare and Pharmaceutical Management encompases:

- Mandatory courses (up to 60% of the courses),
- Elective courses from the Faculty (in the range of 30% of courses), and
- Elective courses from other faculties of the University (in range of 10% of courses).

This kind of Study program provides a balanced combination of basic knowledge, and at the same time a wider vocational training. In this way, students will be encouraged to develop creative and inventive procedures for solving problems related to data and information collection, and procedures in the field of Healthcare and Pharmaceutical Management. Upon completion of the studies, the student obtains the title Master in Healthcare and Pharmaceutical Management.

The student acquires 60 ECTS credits.

Study Program: Healthcare and Pharmaceutical Management (One-year studies at the Second cycle of studies)

No	Code	Course	Fund of classes			ECTS	Load
			Lec	Ex	Tot		
FIRST SEMESTER							
1	EC 511	Economics and organization of healtchare and pharmaceutical institutions	40	30	70	7	210
2	MR 511	Marketing in Healthcare and Pharmacy	40	30	70	7	210
3	ME511	Management of Information Systems Healthcare and Pharmacy	40	30	70	7	210
Elective course from the lists:							
4	*	Elective faculty course (List 1)	35	30	65	6	180
5	**	Elective university course (List 2)	15	15	30	3	90
SECOND SEMESTER							
1	ME 521	Cost Management in Healthcare and Pharmaceutical Organizations and Institutions	40	30	70	7	210
2	EC 521	Investment Management	40	30	70	7	210
Elective course:							
3	*	Elective faculty course (List 1)	35	30	65	6	180
		Preparation and defense of Master's Thesis	15	15	30	10	300
TOTAL SECOND CYCLE						**60**	**1800**

List of Elective faculty courses (List 1)

No.	Code	Course
		I Semester
1.	MZ514	Healthcare and Social Insurance
2.	MZ514	Management of specialist and diagnostic procedures
3.	ME514	Personnel Management in Healthcare and Pharmacy
4.	ME514	Management and Motivation
		II Semester
5.	ME524	Supply Chain Management in Healthcare and Pharmaceutical Institutions and Organizations
6.	MZ524	Management of Clinics
7.	EC524	Resources Allocation in Pharmacy
8	PN513	Intellectual Property Rights

1.	Course name	**Economics and organization of healthcare and pharmaceutical institutions**			
2.	Course code	EC 511			
3.	Study program	Healthcare and pharmaceutical management			
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle 4+1			
6.	Academic year / semester	5/9	7.	Number of credits according ECTS	7
8.	Pre-requisites	Basic and general knowledge of economic theory, primarily from the financial field			

9.	Course goals: Upon completion of the course, students should: understand the fundamentals of the functioning of the public sector, public enterprises and the management of public enterprises, to know the financial management, financial reports and financial analysis, to know all phases of financial planning, financial control and budgeting, knowing capital budgeting, planning long-term investments, and the criteria for to assess long-term financing, working capital management and short-term financing, to know the cost of capital, dividend policy, to know the mergers and other ways of restructuring of enterprises.

| 10. | Course contents: Through the course students should be familiarized with the economics and organization of the work of institutions in the public and private - business sector, as well as with micro and macroeconomic management. The purpose of this course is for students to get acquainted with the contemporary trends in the field of economics and the public sector, especially the process of privatization and management of public enterprises, with business finances, which cover the activities of managing the money in the enterprise.

Through the course students will become acquainted with modern e-commerce finances, such as analysis of financial statements, financial analysis and financial planning. Special attention will be paid to student education on long-term investment planning (capital budgeting) and long-term financing, the problem of working capital management, and short-term financing. |
|---|---|

11.	Learning methods: Case studies and discussions			
12.	Total available time for classes	7 ECTS * 30 = 210		
13.	Distribution of the available time	40+30+45+45+50=210		
14.	Forms of teaching activities	14.1.	Lectures - Theory	40
		14.2.	Exercises (lab, auditory), seminars, team work	30
15.	Other forms of activities	15.1.	Projects	45
		15.2.	Independent work	45
		15.3.	Home studying	50
16	Method of assessment			
	16.1.	Tests		60 points

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	16.2.	Seminar works/ projects (presentation: oral and written)	20 points
	16.3.	Activity and participation	20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name	**Marketing in Healthcare and Pharmacy**		
2.	Course code	MR511		
3.	Study program	Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle 4+1		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS	7
8.	Pre-requisites	Basic knowledge of healthcare, economics and marketing		
9.	Course goals: The intention of the curriculum of Marketing in healthcare and pharmaceutics is to help students to understand the meaning, importance and functioning of the services marketing, especially in the healthcare and pharmacy. The study of marketing in healthcare and pharmacy provides a comprehensive understanding of the principles and concepts of marketing and their application in health organizations. Today, the end user or the patient is more sensitive to the quality and price of health services, and because of this fact, as in other activities, marketing concepts are becoming increasingly important for health care providers. Upon completion of the course, students should be able to apply the acquired theoretical knowledge in practice on the aspects of marketing in the health and pharmaceutical industries.				
10.	Course contents: One of the world's biggest trends in recent years is the growing application of marketing in healthcare and pharmacy. That is why the content of the program includes the definition and classification of marketing in the healthcare and pharmacy, the behavior of the clients / patients and the markets, the marketing mix in the healthcare and pharmacy which besides services and their quality, prices, promotional activities and distribution also includes explanation of the serving process, the communication of the institution with patients, the tactics of the physical environment, as well as productivity and quality of the services and marketing strategies for the healthcare organizations. The essential elements of marketing will also be explored in order for future healthcare professionals to recognize and apply marketing tools in today's variable and dynamic health care.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	7 ECTS * 30 = 210			
13.	Distribution of the available time	40+30+45+45+50=210			
14.	Forms of teaching activities	14.1.	Lectures - Theory	40	
		14.2.	Exercises (lab, auditory), seminars, team work	30	
15.	Other forms of activities	15.1.	Projects	45	
		15.2.	Independent work	45	
		15.3.	Home studying	50	
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points

17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name	**Management of Information Systems in Helthcare and Pharmacy**		
2.	Course code	ME511		
3.	Study program	Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle 4+1		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS	7
8.	Pre-requisites	Basic knowledge of economic theory and informatics		
9.	Course goals: The course has the purpose students to understand the contemporary methods of the usage of computer and information technology in the business generally, and especially in the field of healthcare. Information technology is one of the key technologies that enables efficient work of organizations, enterprises, or institutions and their competitiveness. Particularly important is its role as a strategic resource with which the health organization can create efficiency and advantage in the healthcare market. This can be realized in several ways: by improving the business processes and changing the organizational structure, by supporting information technology services and by connecting with other healthcare organizations. It is important that the strategy of using information technology to be in the service of the strategy of the organization's performance.				
10.	Course contents: The role of information technology in the function of efficient perofrmance of organizations: introduction to the constituent subsystems of a modern information system in an organization, as well as methods and tools for its successful management, possible approaches and methods for building a business information system, as well as advantages and disadvantages of each of them, use of support systems in decision making when adopting unstructured decisions at strategic and tactical level of decision-making, implemented information systems used in the public Healthcare in Macedonia and their qualitative analysis, acquisition of practical knowledge and skills to work with specific applications of databases commonly used in modern information systems.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	7 ECTS * 30 = 210			
13.	Distribution of the available time	40+30+45+45+50=210			
14.	Forms of teaching activities	14.1.	Lectures - Theory	40	
		14.2.	Exercises (lab, auditory), seminars, team work	30	
15.	Other forms of activities	15.1.	Projects	45	
		15.2.	Independent work	45	
		15.3.	Home studying	50	
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points			5 (five) (F)
		from 51 to 60 points			6 (six) (E)

		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name	**Cost Management in Healthcare and Pharmaceutical Organizations and Institutions**			
2.	Course code	ME521			
3.	Study program	Healthcare and pharmaceutical management			
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle 4+1			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	7
8.	Pre-requisites	Basic and general knowledge of economic theory, primarily from the accounting area and organizational setup of healthcare in RM			
9.	Course goals: Upon completion of the course, students should: define the term "costs and financing of health and financial organizations and institutions", discuss the role of funding for health care organizations, and how this role has changed over time, to describe the major participants in the health and financial services industry, describe the organization of the costs in the functioning of health and financial organizations and institutions, to know the financial performance, financial those reports and financial analysis				
10.	Course contents: Through the course students should be introduced to the management of the costs of health and pharmaceutical institutions in the public and private sectors. In today's health insurance, where funding reality plays an important role in bringing business decisions, it is important for managers to understand the basic concepts of costs and financing for health and pharmaceutical organizations and institutions, and how these concepts are used to improve the financial situation of those organizations.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	7 ECTS * 30 = 210			
13.	Distribution of the available time	40+30+45+45+50=210			
14.	Forms of teaching activities	14.1.	Lectures - Theory		40
		14.2.	Exercises (lab, auditory), seminars, team work		30
15.	Other forms of activities	15.1.	Projects		45

	15.2.	Independent work	45
	15.3.	Home studying	50

16	Method of assessment		
	16.1.	Tests	60 points
	16.2.	Seminar works/ projects (presentation: oral and written)	20 points
	16.3.	Activity and participation	20 points

17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)

18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam
19.	Teaching language	Macedonian or English
20.	Evaluation methods	Self-Evaluation

1.	Course name	**Investment Management**		
2.	Course code	EC521		
3.	Study program	Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle 4+1		
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	7
8.	Pre-requisites	Basic knowledge of economics and finance		
9.	Course goals: The basic course objective is to provide students with the knowledge in order to be able to understand the nature and scope of the investment management. Primary notion will be given to the latest scientific accomplishments which are applied in the modern global investment practices. The study of the course materials will help students in their acquaintance with the financial markets and institutions			
10.	Course contents: A special accent will be given to the organizations and participants involved in investment projects; questions related to feasibility study (opportunist study, pre-feasibility stuffy, feasibility study and performance study) will be discussed; Emphasis will be given to economic-financial indicators and project projections (investments; expenditures; incomes; balances; economic and cash flows). Project implementation, and evaluation of accomplished objectives are crucial for understanding of the accomplishment of a given investment project.			
11.	Learning methods: Case studies and discussions			
12.	Total available time for classes	7 ECTS * 30 = 210		
13.	Distribution of the available time	40+30+45+45+50=210		

14.	Forms of teaching activities	14.1.	Lectures - Theory	40
		14.2.	Exercises (lab, auditory), seminars, team work	30

15.	Other forms of activities	15.1.	Projects	45
		15.2.	Independent work	45
		15.3.	Home studying	50

16	Method of assessment		
	16.1.	Tests	60 points
	16.2.	Seminar works/ projects (presentation: oral and written)	20 points
	16.3.	Activity and participation	20 points

17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)

18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam
19.	Teaching language	Macedonian or English
20.	Evaluation methods	Self-Evaluation

1.	Course name	**Healthcare and Social Insurance**		
2.	Course code	MZ514		
3.	Study program	Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle 4+1		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS	6
8.	Pre-requisites	Basic knowledge of economics		
9.	Course goals: The purpose of this course is for students to get acquainted with health and social insurance.			
10.	Course contents: European health insurance structure, additional and private health insurance in Europe and transition countries, bargaining and buying services and control of insurance contracts, structure of compensation for risks to legally harmonized health insurance, setting priorities and limiting health insurance.			
11.	Learning methods: Case studies and discussions			
12.	Total available time for classes	6 ECTS * 30 = 180		
13.	Distribution of the available time	35+30+25+45+45=180		

14.	Forms of teaching activities	14.1.	Lectures - Theory	35
		14.2.	Exercises (lab, auditory), seminars, team work	30
15.	Other forms of activities	15.1.	Projects	25
		15.2.	Independent work	45
		15.3.	Home studying	45

16	Method of assessment		
	16.1.	Tests	60 points
	16.2.	Seminar works/ projects (presentation: oral and written)	20 points
	16.3.	Activity and participation	20 points

17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)

18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam
19.	Teaching language	Macedonian or English
20.	Evaluation methods	Self-Evaluation

1.	Course name		**Management of Specialist and Diagnostic procedures**		
2.	Course code		MZ514		
3.	Study program		Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)		EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)		Second cycle 4+1		
6.	Academic year / semester		5/9	7.	Number of credits according ECTS	6
8.	Pre-requisites		Basic knowledge of economics and healthcare systems		
9.	Course goals: Upon completing the course, students should be familiar with the methods of managing diagnostic and therapeutic procedures in specialized health care organizations. Students should be able to create conditions for successful treatment of patients in accordance with accepted attitudes in world medicine. An important aspect will be the patient's safety. They will have to master the organization and creation of conditions for scientific research work in medicine as well as care of a large number of patients in conditions of emergencies.				
10.	Course contents: Students will be introduced to the methods of managing the availability of modern diagnostic and therapeutic procedures. The specificity of the individual healthcare institutions and possible problems and risks in the course of work will be elaborated. The need to protect the rights of the patient, prevention of complications and infections as a result of diagnostic and therapeutic procedures will be stated. The importance of monitoring the achievements in the world medicine, the continuous education, the application of modern procedures and methods in diagnostics and treatment and application of scientific research work in medicine. The specifics in managing the care of patients from certain groups of diseases will be emphasized. The question of planning consumable and basic means in the context of relatively fast new trends in medicine in the world will be touched upon.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes		6 ECTS * 30 = 180		
13.	Distribution of the available time		35+30+25+45+45=180		
14.	Forms of teaching activities	14.1.	Lectures - Theory		35
		14.2.	Exercises (lab, auditory), seminars, team work		30
15.	Other forms of activities	15.1.	Projects		25
		15.2.	Independent work		45
		15.3.	Home studying		45
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points		5 (five) (F)

		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name		**Personnel Management in Healthcare and Pharmacy**		
2.	Course code		ME514		
3.	Study program		Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)		EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)		Second cycle 4+1		
6.	Academic year / semester		5/9	7.	Number of credits according ECTS	6
8.	Pre-requisites		Basic knowledge of management and healthcare systems		
9.	Course goals: The aim of the course is for students to learn and manage opportunities to create and develop institutional conditions necessary for the development of human potential. The course will provide students with the knowledge and content of management of human potential in terms of creating conditions for implementation the strategic goals of the organization and the state. Students will be trained for a creative approach to the management and development of human potential in any organization.				
10.	Course contents: Course of the elaboration: the nature of human resource, functions and activities of human resources, internal and external environment of human resources management, individual differences between people in the organization, analysis and diagnosis of middle management of human resources, goals of human resource management, human resources, design of labor, analysis of labor, human resource planning, recruitment of human resources, selection of human resources, training, career management, training of quality of life, labor, performance evaluation and reward human factor in the organization.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes		6 ECTS * 30 = 180		
13.	Distribution of the available time		35+30+25+45+45=180		
14.	Forms of teaching activities	14.1.	Lectures - Theory	35	
		14.2.	Exercises (lab, auditory), seminars, team work	30	
15.	Other forms of activities	15.1.	Projects	25	
		15.2.	Independent work	45	
		15.3.	Home studying	45	
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points		5 (five) (F)
			from 51 to 60 points		6 (six) (E)
			from 61 to 70 points		7 (seven) (D)

		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name	**Management and motivation**		
2.	Course code	ME514		
3.	Study program	Healthcare and pharmaceutical management		
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics		
5.	Degree (first, second, third cycle)	Second cycle 4+1		
6.	Academic year / semester	5/9	7.	Number of credits according ECTS	6
8.	Pre-requisites	Basic knowledge of management and human resource management		

9.	Course goals: Functional concept of motivation in management is to encourage motivation in personnel. For this purpose, motivation should primarily be a challenge and response the following phrases to motivation in management. In fact, there are several ways in which the world – head is frequently used. They are used I'll fix it, will succeed. The first is a phrase that some managers use. Management can be some business are run in an easy way. The second phrase is a strong phrase and a refers to the managers who was surprised by the deadline and have to make ends meet.
10.	Course contents: This course is addressed how managers can motivate subordinates so as to increase their performance and their satisfaction. Discussion of leadership starts with chapter motivation because managers can not manage if subordinates are motivated to follow. The next chapter will examine the leaderships styles that are available to managers. There are many theories of motivation and a lot of them are different in that they implicitly suggest that managers can do to get the most performance from their employees. Managers who will discover the key to the inner motivation of employees can find an endless source of productivity.
11.	Learning methods: Case studies and discussions

12.	Total available time for classes	6 ECTS * 30 = 180	
13.	Distribution of the available time	35+30+25+45+45=180	

14.	Forms of teaching activities	14.1.	Lectures - Theory	35
		14.2.	Exercises (lab, auditory), seminars, team work	30
15.	Other forms of activities	15.1.	Projects	25
		15.2.	Independent work	45
		15.3.	Home studying	45

16	Method of assessment		
	16.1.	Tests	60 points
	16.2.	Seminar works/ projects (presentation: oral and written)	20 points
	16.3.	Activity and participation	20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)

		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name	**Supply Chain Management in Healthcare and Pharmaceutical institutions and organizations**			
2.	Course code	ME524			
3.	Study program	Healthcare and pharmaceutical management			
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle 4+1			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	6
8.	Pre-requisites	Basic knowledge of an economic theory, especially of finance			
9.	Course goals: After completing the course, students should understand the procurement, the types of procurement, the procurement procedures, the course of procurement, their method of conducting, as well as the possible complaints and ways of their handling.				
10.	Course contents: Students after the completion of lectures should obtain in-depth knowledge in the management of procurement in health and pharmaceutical organizations and institutions. They should distinguish between commercial (private) procurement and procurement in the public sector. They should also know the procurement principles, their implementation modes (open tenders, limited tenders, small procurements, framework agreement, competitive dialogue), procurement characteristics, procurement procedures. Students should also be knowledgeable about complaints on the basis of procurement and the process of their resolution. The course of this program is the modern methods of procurement in developed countries in the world.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	6 ECTS * 30 = 180			
13.	Distribution of the available time	35+30+25+45+45=180			
14.	Forms of teaching activities	14.1.	Lectures - Theory		35
		14.2.	Exercises (lab, auditory), seminars, team work		30
15.	Other forms of activities	15.1.	Projects		25
		15.2.	Independent work		45
		15.3.	Home studying		45
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points		5 (five) (F)
			from 51 to 60 points		6 (six) (E)
			from 61 to 70 points		7 (seven) (D)
			from 71 to 80 points		8 (eight) (C)
			from 81 to 90 points		9 (nine) (B)
			from 91 to 100 points		10 (ten) (A)

18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam
19.	Teaching language	Macedonian or English
20.	Evaluation methods	Self-Evaluation

1.	Course name	**Management of Clinics**			
2.	Course code	MZ524			
3.	Study program	Healthcare and pharmaceutical management			
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle 4+1			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	6
8.	Pre-requisites	Basic knowledge of an economic theory, finance and healthcare systems			
9.	Course goals: After completing the course, students need to learn about the management of health care organizations. Students should be able to create conditions for successful work of healthcare organizations and treatment of patients in accordance with accepted attitudes in world medicine. An important aspect will be the obligations of secondary prevention as well as the obligation for patient's safety.				
10.	Course contents: Students will be introduced to the organization and goals of the health system and health insurance. Special emphasis is placed on the levels, principles and functions of managing with the separation of specifics in the healthcare institutions. The specifics in managing the care of patients from certain groups of diseases and their prevention will be emphasized. The issue of health planning in the context of the relatively fast new trends in medicine in the world will also be touched upon.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	6 ECTS * 30 = 180			
13.	Distribution of the available time	35+30+25+45+45=180			
14.	Forms of teaching activities	14.1.	Lectures - Theory	35	
		14.2.	Exercises (lab, auditory), seminars, team work	30	
15.	Other forms of activities	15.1.	Projects	25	
		15.2.	Independent work	45	
		15.3.	Home studying	45	
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)	to 50 points			5 (five) (F)
		from 51 to 60 points			6 (six) (E)
		from 61 to 70 points			7 (seven) (D)
		from 71 to 80 points			8 (eight) (C)
		from 81 to 90 points			9 (nine) (B)
		from 91 to 100 points			10 (ten) (A)
18.	Conditions for getting the sign and	Scored 60 % of the points from the two colloquiums or			

	passing the final exam	the written exam
19.	Teaching language	Macedonian or English
20.	Evaluation methods	Self-Evaluation

1.	Course name	**Resources allocation in Pharmacy**			
2.	Course code	EC524			
3.	Study program	Healthcare and pharmaceutical management			
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle 4+1			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	6
8.	Pre-requisites	General and basic knowledge of an economic theory, healthcare systems and pharmacy			
9.	Course goals: The goal of the program is to make students acquainted with the secrets of pharmaceutical management in a clear, accessible and acceptable way, to form knowledge of the domain of investments on national and global scale (resource mobility, profits and services), to analyze specific laws that are the basis of a country's health culture. The course also reviews the distribution of the natural potential, the way of distribution for domestic needs and the needs for export.				
10.	Course contents: The basic postulates of the course are for students to become familiar with the most synthetic concepts of allocation of resources in pharmacy: the resources of a country, primarily human capital, sources of investment, the efficiency of the process of transformation of pharmaceutical practice and the pharmacy's action in health decision making . The availability of resources, especially for the needs of pharmacy, aims to analyze the specific and current needs and significance of the pharmaceutical industry.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	6 ECTS * 30 = 180			
13.	Distribution of the available time	35+30+25+45+45=180			
14.	Forms of teaching activities	14.1.	Lectures - Theory		35
		14.2.	Exercises (lab, auditory), seminars, team work		30
15.	Other forms of activities	15.1.	Projects		25
		15.2.	Independent work		45
		15.3.	Home studying		45
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points		5 (five) (F)
			from 51 to 60 points		6 (six) (E)
			from 61 to 70 points		7 (seven) (D)
			from 71 to 80 points		8 (eight) (C)
			from 81 to 90 points		9 (nine) (B)

		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	

1.	Course name	**Intellectual Property Rights**			
2.	Course code	PN513			
3.	Study program	Healthcare and pharmaceutical management			
4.	Organizer of the study program (unit, institute, department, division)	EURM – Faculty of Economics			
5.	Degree (first, second, third cycle)	Second cycle 4+1			
6.	Academic year / semester	5/10	7.	Number of credits according ECTS	6
8.	Pre-requisites	General and basic knowledge of an economic theory and law			
9.	Course goals: The purpose of the course is to train students for the following: To understand the complex system of Intellectual Property Law as a system of norms for regulating industrial property and copyright and related rights.Understand the different types of intellectual property rights, their occurrence, change and protection. To be able to manage the courseive rights of Intellectual Property. To prepare for successful involvement in the protection of industrial property rights by passing professional exams for representatives in the field. To gain the ability to efficiently apply the regulations in this area as a relatively new and important legal area				
10.	Course contents: Intellectual creativity and specific activities of people in the industry, science and art are an opportunity for economic development, but also a challenge for the right to their proper standardization. The course therefore presents the basics of industrial property, copyright and the right to prevent unfair competition. The program includes content related to the definition, the evolution and development of the Intellectual Property Law, the relationship with other legal branches, domestic and international sources of this Law. Special attention will be paid to the established law of industrial property rights, copyright and related rights, their protection and legal protection.				
11.	Learning methods: Case studies and discussions				
12.	Total available time for classes	6 ECTS * 30 = 180			
13.	Distribution of the available time	35+30+25+45+45=180			
14.	Forms of teaching activities	14.1.	Lectures - Theory		35
		14.2.	Exercises (lab, auditory), seminars, team work		30
15.	Other forms of activities	15.1.	Projects		25
		15.2.	Independent work		45
		15.3.	Home studying		45
16	Method of assessment				
	16.1.	Tests			60 points
	16.2.	Seminar works/ projects (presentation: oral and written)			20 points
	16.3.	Activity and participation			20 points
17.	Criteria for evaluation (scores/ rate)		to 50 points		5 (five) (F)
			from 51 to 60 points		6 (six) (E)

		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
18.	Conditions for getting the sign and passing the final exam	Scored 60 % of the points from the two colloquiums or the written exam	
19.	Teaching language	Macedonian or English	
20.	Evaluation methods	Self-Evaluation	