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**FINAC**

FINancial management,  
Accounting & Controlling  
in public administration

**Financial Management, Accounting & Controlling curricula  
development for capacity building of public administration  
IMPLEMENTATION OF THE MASTER DEGREE PROGRAMME  
CAPACITY BUILDING FOR DEVELOPMENT OF PUBLIC SECTOR  
AT THE STATE UNIVERSITY OF NOVI PAZAR**



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## REPORT ON STUDYING OF THE FIRST GENERATION OF STUDENTS 2018/2019 OF THE MASTER'S PROGRAM

### CAPACITY BUILDING FOR DEVELOPMENT OF PUBLIC SECTOR

The master's program *Capacity building for development of public sector* received the accreditation from the Commission for Accreditation and Quality Assurance of the Republic of Serbia on January 19th, 2018. The program received the accreditation for the enrollment of 15 students; please see

<http://www.finac.org.rs/files/library/resultsAndReports/WP3/Certificate%20of%20accreditation%20-%20SUNP.pdf>. In October 2018, during two enrollment periods, 10 students were enrolled in the master's program, out of which 8 students are employed in public administration. All the students from public administration signed a contract obliging them to stay in public administration for two more years after finishing the master's program. The procedure aims to strengthen the capacity of public administration, having in mind the lack of specific knowledge of the employees in public administration regarding law and economics, on the one hand, and a high employee turnover rate and moving from public administration into private sector on the other.

During the winter and spring semester the students attended the compulsory and elective courses:

- **E-government**, from 15th November to 2nd December 2018, the total of 60 classes. The lectures were delivered by prof. Žarko Barbarić, PhD.
- **Anti-corruption legislation**, from 6th to 23rd December 2018, the total of 60 classes. The lectures were delivered by prof. Ibrahim Totić, PhD.
- **Marketing in the public sector**, from 6th to 23rd December 2018, the total of 60 classes. The lectures were delivered by prof. Nada Vignjević Đorđević, PhD.
- **Economics and new public management**, from 27th December 2018 to 20th January 2019, the total of 60 classes. The lectures were delivered by assistant professor Ernad Kahrović.
- **Organization and position of public sector**, from 21st February to 10th March 2019, the total of 60 classes. The lectures were delivered by prof. Miladin Kostić, PhD.
- **Project management**, from 14th to 31st March 2019, the total of 60 classes. The lectures were delivered by assistant professor Edis Mekić.



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Having attended each course, the students had the opportunity to evaluate both the courses and the lecturers. Apart from general questions about the previous education of the candidates, and the motives for the enrollment in the program at the State University of Novi Pazar, the questionnaire contained the questions referring to:

- Whether the candidates think they have improved their knowledge due to the course,
- Whether the lessons were inspirational,
- Whether they would recommend the course to other master students,
- Whether the classes were well-prepared,
- Whether the teaching material was presented clearly and logically,
- Whether the method of grading was clearly explained,
- Whether attending the lectures was a worthwhile experience,
- Whether the lecturer was fair and impartial while working with students,
- Whether the lecturer was fair and impartial to all the students who attended the course,
- Whether the students would sign up for another course delivered by the same lecturer,
- Whether the guest lectures within the course were interesting and useful.

The evaluation was conducted by using a 1-5 Likert scale, where the students marked with 1 the answer to the question as the answer they liked least, whereas the mark 5 referred to the answer they liked most.

The course **E-government** was evaluated in the following way:

93% of the students rated it as the course they *really liked according to all criteria*,

6% of the students rated it as the course they *liked* according to all criteria,

1% of the students rated it as the course which they *were satisfied with*.

Prof. Žarko Barbarić, PhD, was praised by the students as very good lecturers. On the other hand, the students pointed out that the intensive pace of the realization of lectures had been a challenge and that some improvements in this field could be introduced in the future.

The course **Anti-corruption legislation** was evaluated in the following way:

97% of the students rated it as the course they *really liked according to all criteria*,

3% of the students rated it as the course they *liked* according to all criteria.

Prof. Ibrahim Totić, PhD, was praised by the students as very good lecturers. On the other hand, the students pointed out that the intensive pace of the realization of lectures had been a challenge and that some improvements in this field could be introduced in the future.

The course **Marketing in the public sector** was evaluated in the following way:

97% of the students rated it as the course they *really liked according to all criteria*,

3% of the students rated it as the course they *liked* according to all criteria.



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Prof. Nada Vignjević Đorđević, PhD, was praised by the students as very good lecturers which gives students the opportunity to express themselves.

The course **Economics and new public management** was evaluated in the following way:

97% of the students rated it as the course they *really liked according to all criteria*,

3% of the students rated it as the course they *liked* according to all criteria.

Assistant professor Ernad Kahrović, PhD, was praised by the students as very good lecturers. On the other hand, the students pointed out that the intensive pace of the realization of lectures had been a challenge and that some improvements in this field could be introduced in the future.

The course **Project management** was evaluated in the following way:

100% of the students rated it as the course they *really liked according to all criteria*.

Assistant professor Edis Mekić, PhD, was praised by the students as excellent lecturers.

The course **Organization and position of public sector** was evaluated in the following way:

98% of the students rated it as the course they *really liked according to all criteria*,

2% of the students rated it as the course they *liked* according to all criteria.

Prof. Miladin Kostić, PhD, was praised by the students as very good lecturers. On the other hand, the students pointed out that the intensive pace of the realization of lectures had been a challenge and that some improvements in this field could be introduced in the future.

Upon the completion of the lectures January, March and April exams period were held.

In the table below, dates about subject titles, teacher names, as well as the number of students who took exam and number of students that signed up are showed.

| Exam Timetables | Subject title                              | Teacher names                    | No. of students that signed up for exam | No. of students who took exam |
|-----------------|--|----------------------------------|---|-------------------------------|
| JANUARY         | <i>E-government</i>                        | prof. dr Žarko Barbarić          | 10                                      | 9                             |
|                 | <i>Economics and new public management</i> | doc. dr Ernad Kahrović           | 10                                      | 5                             |
|                 | <i>Project management</i>                  | doc. dr Edis Mekić               | 5                                       | /                             |
|                 | <i>Marketing in the public sector</i>      | prof. dr Nada Vignjević Đorđević | 5                                       | 2                             |
|                 | <i>Anti-corruption legislation</i>         | prof. dr Ibrahim Totić           | 8                                       | 5                             |

|       |   |                                  |   |   |
|-------|---|----------------------------------|---|---|
| MARCH | <i>Economics and new public management</i>        | doc. dr Ernad Kahrović           | 3 | 3 |
|       | <i>Antikorupcijsko zakonodavstvo</i>              | prof. dr Ibrahim Totić           | 1 | 1 |
| APRIL | <i>Economics and new public management</i>        | doc. dr Ernad Kahrović           | 1 | / |
|       | <i>Anti-corruption legislation</i>                | prof. dr Ibrahim Totić           | 2 | 1 |
|       | <i>Project management</i>                         | doc. dr Edis Mekić               | 5 | 5 |
| JUN   | <i>Economics and new public management</i>        | doc. dr Ernad Kahrović           | 1 | / |
|       | <i>Anti-corruption legislation</i>                | prof. dr Ibrahim Totić           | 1 | 1 |
|       | <i>Project management</i>                         | doc. dr Edis Mekić               | 1 | / |
|       | <i>Marketing in the public sector</i>             | prof. dr Nada Vignjević Đorđević | 3 | 3 |
|       | <i>Organization and position of public sector</i> | prof. dr Miladin Kostić          | 9 | 6 |
|       | <i>E-government</i>                               | prof. dr Žarko Barbarić          | 1 | 1 |
| JULY  | <i>Organization and position of public sector</i> | prof. dr Miladin Kostić          | 4 | 4 |
|       | <i>E-government</i>                               | prof. dr Žarko Barbarić          | / | / |
|       | <i>Anti-corruption legislation</i>                | prof. dr Ibrahim Totić           | / | / |

Passing rates per course, expressed in percentages, were as follows:

|  | January   |     | March   |     | April   |     | Jun   |     |   |     | Total |
|--|---|-----|---|-----|---|-----|---|-----|---|-----|-------|
|  | No. of students who took exam and No. Student that signed up for exam | %   | No. of students who took exam and No. Student that signed up for exam | %   | No. of students who took exam and No. Student that signed up for exam | %   | No. of students who took exam and No. Student that signed up for exam | %   | No. of students who took exam and No. Student that signed up for exam | %   |       |
| E-government                               | 9/10  | 90  | N/A   | N/A | N/A   | N/A | 1/1   | 100 | N/A   | N/A | 100%  |
| Anti-corruption legislation                | 5/8   | 63  | 1/1   | 100 | 1/2   | 50  | 1/1   | 100 | N/A   | N/A | 70%   |
| Marketing in the public sector             | 4/5   | 80  | N/A   | N/A | N/A   | N/A | 3/3   | 100 | /   | /   | 50%   |
| Economics and new public management        | 5/10  | 50  | 3/3   | 100 | 0/1   | 0   | 0/1   | 0   | /   | /   | 80%   |
| Project management                         | 0/5   | 0   | N/A   | N/A | 5/5   | 100 | 0/1   | 0   | /   | /   | 50%   |
| Organization and position of public sector | N/A   | N/A | N/A   | N/A | N/A   | N/A | 6/9   | 67  | 4/4   | 100 | 100%  |

After four exam periods, 70% of the students of the master's program *Capacity building for development of public sector* fulfilled the requirement for the submission of the master's thesis, and addressed potential mentors regarding the topic of the master's thesis. There is a list of candidates, mentors, title of subjects and topics.

| Names of candidates | Names of mentors        | Subject                             | Topic   |
|---------------------|-------------------------|-------------------------------------|---|
| Anita Grujičić      | Prof. dr Ibrahim Totić  | Anti-corruption legislation         | Mechanisms for combating corruption in the member states of the European Union (EU) |
| Tanja Cicvarić      | Prof. dr Ibrahim Totić  | Anti-corruption legislation         | Corruption as a form of organized crime   |
| Raza Dragolovčanin  | Doc. dr Ernad Kahrović  | Economics and new public management | Leadership styles in the public sector  |
| Ana Jovanović       | Prof. dr Žarko Barbarić | E-government                        | State of development e-government in RS   |
| Radmila Bačković    | Prof. dr Žarko Barbarić | E-government                        | Research on the use of information and communication technologies for e-government  |

|                    |                                  |                                     |  |
|--------------------|----------------------------------|-------------------------------------|--|
| Vladimir Stamenčić | Doc. dr Ernad Kahrović           | Economics and new public management | Motivation of employees in the public sector |
| Kemala Kadribašić  | Prof. dr Nada Vignjević Đorđević | Marketing in the public sector      | Social marketing and public sector marketing |

As the students, after finishing each course, provided the feedback which referred to their satisfaction with the realization of the course, the most frequent comment was about intensive pace of the realization of lectures had been a challenge and that some improvements in this field could be introduced in the future.

In March 2019, preparatory activities were started for the enrollment of a new generation of students in the master's program Capacity building for development of public sector. Contacts with representatives of local self-governments in the surrounding area, such as Novi Pazar, Sjenica, Tutin, Raška, Arilje, Užice, Prijepolje and Nova Varoš are re-established. Representatives have been provided with a promotional material about the program and indicated on the knowledge and skills that they can gain by attending the mentioned program. Also, first-generation students reported positive experiences about the quality of teaching staff, as well as the usefulness of the materials they were given to prepare the exam. The new competition enrollment will be realized in October 2019.