



UNIVERSITETI I EVROPËS JUGLINDORE
УНИВЕРЗИТЕТ НА ЈУГОИСТОЧНА ЕВРОПА
SOUTH EAST EUROPEAN UNIVERSITY

Study program **Business Administration (MBA) (2017/2018)**

Faculty	Business and Economics
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Title	Master in Business Administration
Accreditation archive number [120]	03-621/5
Decision for starting of the program	03-1619/20 (18.12.2017)
Accreditation date	21.03.2017

Description of the program

The SEEU MBA program is envisioned as an elite MBA program that is targeting experienced people from the region who seek a better qualification and a better career. A typical student of the MBA program would have a sufficient work experience and a solid undergraduate qualification in business. As the program is mainly targeting students from abroad, it will be taught completely in English. At the graduation, students will have a core competency and a specialization from SEEU. Indeed the main components of the MBA program will be:

- Core Competencies: students will gain the knowledge that will make them competent in their jobs (Quantitative Analysis, Spreadsheet Modelling, Financial Management, Strategic Management, Project Management, Operations Management, Information Systems Management, etc.)
- Specialization: students will get their specialization through elective courses.
- Experiential Learning: Capstone or Master Thesis, Case Competitions, Field Trips, etc.

Career

Students who complete this program are primarily targeted to be managers or to work in consulting companies. Of course, this program gives enough vocational training management in any business, but also a specialization in one of the highest ranking business schools in USA. The specialization and the practical work will give you the direction that you choose for your career.

Learning outcomes

Knowledge and understanding

- Students who earn the MBA degree will demonstrate a thorough understanding of the internal structures and operations of businesses ranging in size from small to multi-national. They will be able to understand the relationship between an organization and its external market and economic environment. Furthermore, students will comprehend how management decisions affect relevant stakeholders inside and outside of the firm.

Applying knowledge and understanding

- Students who earn the MBA degree will be able to integrate and apply the tools and techniques of business, drawing on a broad-based knowledge of the major functions (accounting, economics, finance, information systems, marketing, operations management, and strategy) to solve complex business problems and make sound business decisions.

Making judgement

- Students earning the MBA degree will be able to make judgements based on their thorough knowledge of the analytical tools used in modern business and critical thinking looking at the problems from different points of view.

Communication skills

- Students who earn the MBA degree will demonstrate micro-social and leadership skills necessary for lifelong career success. These skills reflect effective self-assessment, communication, and collaboration within an organization.

Learning skills

- Students who earn the MBA degree will think and articulate critically about ethical and legal considerations pertinent to the art of management and the execution of a business enterprise.

List of courses

Semester 1

- [MBA1010] [6.0 ECTS] **Business Analytics**
- [MBA1020] [6.0 ECTS] **Marketing Strategies**
- [CMBA02] [6.0 ECTS] **Managerial Economics**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

Semester 2

- [MBA02] [6.0 ECTS] **Managerial Accounting**
- [EFIN0107] [6.0 ECTS] **Information Systems Management**
- [MCMG3022] [6.0 ECTS] **Operations Management**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

Semester 3

- [MBA03] [6.0 ECTS] **Corporate Governance in a Global Context**
- [MBA04] [6.0 ECTS] **Management Strategies**
- [MCFA2012] [6.0 ECTS] **Corporate Finance**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

Semester 4

- [MBA4010] [30.0 ECTS] **Master Thesis**

Description of courses

Core courses

- **Business Analytics**

The aim of this course is to provide the student with an understanding of several management science techniques and to provide some insight into how these tools may be used to analyze complex business problems and arrive at a rational solution. The techniques to be studied are forecasting, linear planning, simulation, and modeling. Cases of increasing complexity will be used to emphasize problem description, definition, and formulation. The computer will

be used extensively throughout the course, primarily by using available programs to perform the calculations after the problem has been correctly formulated. Emphasis will be placed on the interpretation and implementation of results. In addition, we will examine the future of analytics.

- **Marketing Strategies**

The primary objective of this course is to help you develop skills and gain experience in analyzing a business's situation and then formulating, implementing, and monitoring marketing strategy in a competitive environment. The course will focus specifically on issues such as selecting segments in which to compete, developing meaningful points of differentiation and positioning products, allocating resources, designing products, setting and managing prices, developing and managing distribution strategies, and developing and managing promotion strategies.

- **Managerial Economics**

Aims of the course program: To teach and prepare the students for economics theory, principles and rules of the real economic sector. Also to prepare them for practical allocation and optimization of the resources. By practical and case studies to prepare the students for challenges of the real sector economy.

- **Managerial Accounting**

The course aims to provide students with advanced knowledge of cost accounting and management, particularly in relation to: calculation, budgeting, monitoring and evaluation of the centers of responsibility in making decisions in favor of the development of the company. Special specific objective of this course will be down costs and determination of income in specific situations based on the concept of opportunity cost and income in situations when decision making process is based on relevant information.

- **Information Systems Management**

Within the course frames topics from the field of receiving, processing and using information by the enterprise will be covered. The focus will be on the sole importance of the information for managing contemporary enterprises. Information technologies will be covered solely from the aspect of their role in information processing in the enterprise that is support of the overall process of their management. Within those frames, attention will be given to the following aspects: introduction to Management Information Systems, basic types of Management Information Systems, Information Technology and Information System Management, building of the Management Information Systems in the enterprise.

- **Operations Management**

The purpose of this course is for students to gain knowledge and be able: - To prepare and to make decisions that produce production and services. - To prepare and make decisions that control their production and services. - To find a suitable approach for solving any situation related to the complex issue of production and services. - To learn about various activities of the organization and functioning of the entire system of the operation management. - To prepare and make decisions that creates conditions for production and services.

- **Corporate Governance in a Global Context**

Students through the program of the subject "Corporate Governance in a Global context" will gain knowledge of international business and international institutions. This course will give students a basic knowledge of international business. Particular importance is given to the impact of factors such as culture, environment, political environment, human resources and others on international business. This course provides knowledge of the principles of import-export and international business strategies. The course also offers knowledge on management that are relevant to international business.

- **Management Strategies**

Aims of the course program: • Enabling students to use analytical tools of game theory and industrial economics in order to learn the key strategic problems in corporate decision making. • Learn more about oligopoly, perfect competition and monopoly, competitive pricing and Bertran paradox. • Focus on market structure analysis such as C4 relation, Herfindahl index, Lerner Index, and market forces. • Introduction with the meaning of conspiracy, strategic alliance and achieving synergies in firm setting.

- **Corporate Finance**

The course is an advanced course in Financial Management through which students have the opportunity to broaden their knowledge in the field. Thus, special attention is given to the following areas: sources of company financing, capital structure, financing the current transactions, investment financing, financial policy, and financial analysis.

- **Master Thesis**

After passing examinations, the student may begin the procedure of filing, making and public defense of thesis topic. The student chooses the mentor, who gives him instructions for preparation of the application of master theses. The application must be granted by the Graduate Studies Educational Collegium and the Scientific and Academic Council of the Faculty. After preparing the final version of Masters Thesis, Academic-Scientific Council of Faculty forms a three-member committee, which prepares the report, which is may be accepted or rejected. The positive report is approved by the Academic-Scientific Council and it is set the date of public defense. After successfully defending the thesis, the student gains the degree - Master in Business Administration.

Elective courses

- **Strategic Competitive Analysis**

There are some aims of this course program such us: - To analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness. - Recognize the different stages of industry evolution and recommend strategies appropriate to each stage. - Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies. - Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all. - Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

- **Financial Risk Management**

Through this course students will elaborate theoretical and practical aspects and will acquire the necessary skills and knowledge in the field of financial risk management. Special emphasis is given to the financial risk and return, contemporary approaches and techniques for financial risk measurement and assessment, the role of financial risk manager, how to apply an integral financial risk management in a business environment and to the end, to improve financial decision making process.

- **Supply Chain Management**

After the class, students should be able to: - To understand the essence of the management of the supply chain; - To identify the main elements of the management of the supply chain and their connection with the chains of creating added value in production networks and value; - To exploit the potential of information systems to support management of procurement and supply chain creating added value in production.

- **Retail Management**

Aims of the course program: - To demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage. - To explain how retailers use marketing communications to build a brand image and customer loyalty. - To understand the integration of merchandise management and supply chain strategies leading to excellent customer service. - To understand the financial implication of strategic retail decisions. - To demonstrate an understanding of decisions that retailers make to satisfy customer needs in a rapidly changing and competitive environment.

- **Quality and Safety Management**

Aims of the course program: - To know the parimles of total quality management; - To be able to use quality management methods analyzing and solving problems of organization; - To identify concepts of quality management and improvement. - To develop an understanding of the role of technology, managers, employees, and customers in developing a quality-based workplace. - To identify current trends and benchmark organizations related to Quality Management.

- **Human Resources Management**

Within the course students will be introduced to the unity of the process of managing human resources in an enterprise. Thus, they will acquire wider knowledge for every phase of the human resources management process starting with the analysis of the working positions and perceiving the needs for changes in the structure of the human resources within the enterprise, through recruitment and selection of candidates, to introducing the employees in the working place, their reward and motivation and naturally their retirement or premature sacking.

- **e-Business Management**

Aims of the course program: The course will be directed to provide a broad understanding of information systems so

as to streamline intra-organizational and inter-organizational e-business process. Information technology as a phenomenon has and continues to permeate all aspects of business. This course also provides training on developing e-business applications and web sites using currently popular software packages, web authoring and development tools. Some companies use computers and Internet to manage all the functions of business, internally and externally. Such a firm is referred to as an electronic business. This module will discuss the concept of e-business and explain how the internet and other related technologies are changing different functions in business.

- **Business Law and Ethics**

Aims of the course program: - to create a transparent and competitive business, which is particularly intolerant of corruption practices; - to develop stronger ethics working relations for increasing competitiveness and innovation of the companies.

- **Small Business Management and Entrepreneurship**

Considering the fact that small and medium businesses are most common in the overall business number, the course elaborates the importance, essence, the method of functioning, the organization forms of the small businesses in the economy. Within the course frames the crucial role of the small business in the overall economy, the basic distinctions between small and large businesses, the method of business plan preparation for the small and middle businesses, the organization of small and middle businesses, possible financing sources for these businesses, traps, success and failures of the small and middle businesses, their ethical operating and social responsibility, as well as the close relationship between entrepreneurship and small and middle businesses are emphasized.

- **Management of Public Institutions**

Aims of the course program: - To teach and prepare the students for application of management theory of public sector and institutions. - To prepare students for practical allocation and optimization of the public resources. - To prepare students by practical and case studies for challenges of the public sector and institutions.

- **Real Estate Investment**

This course is an introduction to the most fundamental concepts, principles, analytical methods and tools useful for making investment and finance decisions regarding real estate. This course will focus on the basic building blocks and the "micro" level, which pertains to individual properties and deals.

- **Project Management**

On successful completion of the course, students will be able to: - plan the activities necessary to implement the project, identify their interdependencies, their duration and costs; - prepare the necessary reports and perform all the required communication between the project and the client, as well as among the team members and the other stakeholders. - structure the project to its constituent activities; - prepare a Gantt-chart and a network plan for the project and identify the shortest time needed to complete the project; - use MS Project as a tool in the process of planning, implementation and review of the project; - define the project, identify its scope and objectives and develop project specification;

- **Money, Banks and Financial Institutions**

Aims of the course program: - To provide institutional features of financial systems. - To identify key issues and problems arising in banking and finance. - To introduce the key economic concepts required to analyse these key issues and problems. - To illustrate how these economic principles can be applied to address the key issues identified. - To show how the institutional features address the key issues identified.

- **Financial Report Analysis**

The course includes: Basics of Financial Analysis, Types of Financial Analysis, Frame for Financial Report Analysis, Financial Reporting System, Basic Financial Reports, Accounting gains and means, Monetary Flow Analysis, Basics of Quotients and the Fiscal Analysis, Integrated Analysis, Analysis of Long-term Assets, Analysis of Financial Liabilities, Analysis of Financial Reports, Synthesis, Analysis of the Capital Structure.

- **Business Process Design and Optimization**

Aims of the course program: Business process design and optimization is a contemporary management approach focused on aligning business processes of organizations with the needs of the business environment that promotes business effectiveness and efficiency while striving for innovation, flexibility and integration with information technology. After completing this course, students will be able to understand why BPM is important, when and how organization should use it, critical success factors and to select and use several methods of BPM.

- **Customer Relationship Management**

Customer relationship management is among the most specific courses offered as part of the MBA program, a course fully oriented towards the client/costumer, making him/her the focal point of all organizational activities. The course is more practically as opposed to theoretically oriented and mainly aims to enable the students to draft and implement a proper costumer relationship strategy in order to attract clients and gain their loyalty.

- **Rhetoric**

During its long history of 2,500 years, rhetoric was used to indicate many different things; but rhetoric nowadays is considered as the art of persuasion through language. Rhetoric marks the way that an individual is linked to a particular theme or idea in order to convince the others. Rhetoric is characterized by several distinguishing features.

- **Multilingualism and multiculturalism**

The purpose of this subject will be multilingualism in multicultural societies as a social phenomenon. This phenomenon is massive in the world. During the lectures, more precise terms such as monoculturalism and multiculturalism will be considered. The term 'linguistic nationalism' has at least two forms of this nationalism, which collide with each other: for the leaders of the most powerful countries nationalism means expansion, and for minorities it takes the form of defiance and struggle for the affirmation of identity, despite such pressure. The emphasis during the program will be multiculturalism in education. In the schools curricula consists of contents from different cultures.

- **Selected Advanced Topics in IT Applications for Preparing a Scientific Paper**

The aim of this subject is: To display the technical elements, the structure of the text and design of a scientific research. To enable students to acquire advanced knowledge and skills from selected advanced chapters of IT applications that will be needed in preparing the scientific and research paper. Practical application of these objectives in preparing student's individual research paper.

- **Selected Advanced Topics in Applications for Statistical Data Processing**

The aim of this subject is: To display the technical elements in the field of statistics: organizing, processing, comparing through analysis and publication of data. To enable students to acquire advanced knowledge and skills from selected advanced chapters of the applications for statistical data processing. Practical application of these objectives in statistical processing of data obtained from questionnaires, reports, scientific studies and other documents.

- **Professional Communication**

The course is focused on the development of those communication skills that are essential for effective functioning in the professional world. Students will study the process for analysis of different communication situations, and will accordingly comprehend them. Among the themes that will be covered are communication in organization, interpersonal and group communication, oral presentations, interviews for employment, professional business letters and interpersonal skills including group dynamics and teamwork.

- **Labor Market**

The main aim of the course "Labor Market" is to provide second cycle students with basic and in-depth knowledge in the field of labor market theory and the mechanism of functioning of the market economy. The objective of the course Labor Market is to provide and teach students about categories, laws and basic principles through which the labor market functions. The course makes a detailed analysis of behavior pattern and the role that key agents play in labor market: individuals, companies and government. The analysis is based on two basic categories - labor demand and labor supply, which are applied in almost all the topics that are addressed in this course. The knowledge gained by the students from this course, serves as essential theoretical basis necessary to understand and grasp the different theories and policies that are applied in the labor market. The course teaches students to understand how labor markets distribute and use efficiently the rare factor of production- the labor. Lectures include knowledge about the concepts of labor demand and labor supply and their practical application; behavior of individuals in the labor market, in order to maximize their usefulness; behavior of companies in the labor market, aiming profit maximization; government's role in the labor market, the different structures of labor markets: labor market in full competition, monopoly in the labor market, the role of unions in the labor market, the bilateral monopoly in the labor market. Lectures and class discussions cover material that may not be in the book and some aspects of the material contained in the basic literature will not be discussed in class, but are left for active studying of the student. Therefore in order the student to achieve success in learning the course is to be present in lectures and workshops by participating actively in the discussion of various issues related to labor market.

- **Methodology of Teaching**

The aim of the course is to introduce the students to the basic teaching approaches and methods. They are expected

to gain knowledge and skills in order to be able to apply the active educational tools. The course also offers development, learning and teaching as concepts and basic practices that allow teachers to teach about the development of thinking. Throughout this course, students will gain both theoretical background and entirety of strategies that will enable them to reflect and develop both their own and their students' critical thinking.

- **Philosophy of Social Sciences**

This module covers information that will provide the learner to gain knowledge, skill and competence of the social sciences, including general methodology (explaining, theorizing, testing), the application of philosophy (especially individualism versus holism), the nature of rationality, and the history of theories and concepts. This module offers an advanced survey of current debates about the ontology, methodology, and aims of the social sciences. It will focus on the central issues of the social sciences: Ethno methodology; Evolution; Phenomenology; Rationality; Relativism; Scientific Methods; Textual Interpretations. Learning outcomes: On successful completion of the course, students will be able to: Understand the goal of social sciences. Tell the difference between explaining and understanding human behavior; To explain the different approach in explanation of the social sciences compare the natural sciences, the peculiarities about human beings and social phenomena; To understand the social structures, practices, norms, institutions, etc. The relationship between individuals and larger social structures; To explain the rely not only on facts about individuals and their mental states, but also the cases in which social phenomena cannot be explained in terms of individual behavior; To understand the value-laden in a different way or to a different degree than natural science, the possibility to have a value-free social science, the possibility to have an objectivity in social science.

- **Optimization Methods**

The aim of this course is to present techniques of modeling and optimization in order to prepare students for developing their ability to prepare models for solving real problems in the field of computer science. The course explore the importance of matrix factorizations as an important tool which offers modality for optimizing the solutions of different numerical algorithms which are of basic interest for problem solving in the area computer sciences. The course introduces optimization theory and approach to find the optimum. The different methods of optimization will be analyzed such as the simplex method, duality problem and sensitivity of the problems of linear programming. The aim is to explore a computer implementation for each of the problems followed by the proposal of the corresponding model for optimization.

- **Ethical and Legal Issues in Information Technology (IT)**

Aims of the course program: to develop an understanding of the relationship between computing, technological change, society and the law; to emphasize the powerful role that computers and computer professionals play in a technological society; to provide an understanding of legal areas which are relevant to the discipline of computing; to provide an understanding of ethical concepts that are important to computer users and professionals; to provide experience in the consideration of ethical matters and the resolution of ethical dilemmas.

- **Protection of Human Rights**

The purpose of this course is: to introduce students with the concept of international law on human rights, their implementation, influence of those rights in the creation of national policies; to encourage students to critically reflect on the relationship between international law and national law; make them aware of current international events, how they affect the daily lives of people in the world; encourage students to contribute in matters of drafting laws for the protection of human rights hoping that, the law makers will consult them same during the creation and implementation of state policies.