



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

## **Study program**    **Marketing and Innovation Management (2022/2023)**

|                                   |   |
|-----------------------------------|---|
| Faculty                           | Business and Economics                        |
| Study Cycle                       | Second Cycle (Postgraduate)                   |
| ECTS                              | 60  |
| Code                              | MIM-60  |
| Title                             | Master in Marketing and Innovation Management |
| Accreditation archive number [60] | 03-1780/1                                     |
| Accreditation date                | 10.06.2022                                    |

## **Description of the program**

Program's aims are:

- Raising the level of management and supervision of enterprises and development of contemporary management;
- Training and developing of contemporary profile managers: entrepreneurs, prepared to take actions, as well as risks related to any initiative, flexible, determined and courageous individuals;
- Education of highly-qualified and professional managers with leadership abilities and desire to face the risks of the new millennium;
- Creation of managers with new perspectives and way of reasoning, developing of skills for predicting the future and taking the risks and possibilities that emerge in the business of the 21st century.

## **Career**

Upon successful completion of the program students will be able:

- To work individually and in groups on research methods that are more relevant for meeting the needs of the population,
- To elaborate the differences and needs of the community, in professional and scientific terms.
- To actively participate in creating macroeconomic and microeconomic policy.
- To be inform and to contribute to scientific and professional elaborations.

## **Learning outcomes**

### **Knowledge and understanding**

To possess knowledge and understanding of the business environment, business entities and their operations in the context of applied business (economics, management, marketing, finance, programming, databases, computer and information systems, networks and data engineering).

Ability to develop and apply original and creative ideas in environments in which the areas of applied business overlap or are interrelated.

Ability to apply interdisciplinary knowledge and demonstrate specialist competencies in applied business.

### **Applying knowledge and understanding**

Ability to critically, independently and creatively solve problems in new environments or in environments in which students have no previous experience in a multidisciplinary context of a real business environment or organizational environment. Planning, conducting and evaluating independent business research, implementing appropriate computational tools, environments and technologies.

Creativity and originality in the interpretation of knowledge from business processes and appropriate use of computer tools based on defined research and examination techniques. Has the knowledge to start and develop his/her own business.

### **Making judgement**

Ability for creative integration and synthesis of knowledge from multiple areas related to business processes and the use of computer tools and techniques.

Ability to deal with complex situations related to business processes, to identify appropriate specialized instances in the field of business and informatics and to make sound assessments in situations of lack of complete information or data and based on personal, social and ethical principles; and responsibilities related to the application of knowledge and understanding.

Makes business decisions at a low level of management.

Has the ability to analyse competition in the market.

### **Communication skills**

Ability to clearly and unambiguously present expert conclusions, results, studies and knowledge with the ability to adjust the style and form of expression.

Competence for critical, independent and creatively reasoned research, evaluation of methodologies and proposing and defending new hypotheses.

Ability to initiate, lead and take responsibility for individuals and groups in cases where business competencies and IT competencies are essential.

Ability to present the results of various studies, transmit business plans to working groups and stakeholders.

### **Learning skills**

Ability to identify personal needs and directions for individual and autonomous further education, as well as for its performance in an independent and autonomous way in the usual business areas and information areas.

Ability to take responsibility for continuing individual learning in specialized business and IT areas within a networked economy.

Uses computer skills to gain legal knowledge.

Can do individual and team learning.

Has the ability to do business analysis and use scientific literature and review by other authors.

## **List of courses**

### **Semester 1**

- [CMBA01] [6.0 ECTS] **Research Methodology**

- [EBE-408] [6.0 ECTS] **Project Management**
- [EMBA02] [6.0 ECTS] **Marketing Research**
- [E2587] [6.0 ECTS] **CRM and Digital Analytics**
- [6.0 ECTS] **Elective course**

## Semester 2

- [BE-MA-THESIS] [30.0 ECTS] **Master Thesis**

## Description of courses

### Core courses

- **Research Methodology**

The purpose of this course is for students to gain knowledge and understanding of different scientific theories and methodologies. Students will first be explained the basic concepts and theoretical definitions and samples of all existing research methods, direct and indirect hypotheses, variables, validity of results, BIAS and prejudices and scientific qualities and quantitative research methodologies and other methodological approaches. For each chapter students will also perform practical assignments. Upon successful completion of this course, students will be able to: know and understand the importance of basic scientific concepts; learn techniques for efficient research and information retrieval and efficient access to relevant information and literature; identify, describe and formulate scientific problems; make a careful choice of alternative research approaches, describe carefully; compare and explain the advantages and disadvantages of different scientific methods for data collection and analysis in quantitative and qualitative research; apply basic scientific methods to analyse quantitative and qualitative data; provide basic theoretical frameworks on which research will be built; review them and evaluate technical and scientific publications.

- **Project Management**

The aim of the course is for students to be involved in the world of modern projects and to confront them with the opportunities and challenges of real economic life in creating projects suitable for real needs. The specific objectives of the course are how to define a given project (using several phases) and emphasize the important role of the project manager (to understand the need, scope, implementation activities, complexity of modern design, etc.). Students should be trained on how to apply modern tools and techniques of modern design management when transforming a need or creative idea into a real and documented project that will make them more inventive and competitive in the competitive labour market.

- **Marketing Research**

The aims of the marketing research and analysis may be stated as follows: 1. understand fundamental principles, concepts, and measurement tools essential to planning, conducting, and evaluating marketing research activities. 2. learn how to design marketing research studies in a logical and systematic manner. 3. learn the difference between qualitative and quantitative research methods. 4. be able to utilize exploratory research and secondary information sources to formulate relevant research questions. 5. be able to operationalize concepts for the purpose of developing testable propositions. 6. be able to collect, organize, and analyse data and interpret findings to address marketing research problems.

- **CRM and Digital Analytics**

This course is designed to meet the increasing demands from the industry and recruiters for the application of quantitative and analytical skills to support sophisticated marketing decision making. The content of the course is based on cutting-edge research in optimization and interactive marketing to study customer relationship management and digital marketing. The goal is to apply optimization tools to derive analytical solutions to more customized and proactive marketing decisions, such as relationship pricing, promotion and inventory management, cross-selling campaigns and service allocation. The students learn how to make state-of-the-art marketing strategies and relevant analytical techniques that can be used to support these decisions.

- **Master Thesis**

This module enables students to transfer their research skills and knowledge and to do the most complex task-writing their master thesis. The module aims to be fully practical and students to acquire the necessary knowledge and skills to approach writing the thesis. The module has unique return result-to enable students to write the master

thesis with minimal difficulties, and with maximum efficiency. The course aims to improve research techniques and style of writing the paper, taking into account the prevention of the usage of illegal means, such as plagiarism and infringement of copyright, which are prohibited by the Statute of SEEU.

## Elective courses

- **E-Commerce**

The aim of the subject is to introduce students with the basic concepts of e-business. In this course students will have the opportunity to learn about the history of E-Commerce, business models for e-commerce, online payment systems, online marketing. Students will also have the opportunity to learn about technological aspects of e-commerce, such as servers, software, Internet technologies and security. As part of the course students will have a project where they will apply theoretical concepts in practice, creating e-shops, creating online marketing campaigns, and implementing their business model in practice.

- **Real Estate Finance and Investment Analysis**

This subject is an introduction to the concepts, principles, analytical methods and the most basic tools used to make investments and financial decisions related to real estate. This course will focus on building knowledge from a microeconomic point of view, i.e., will apply to individual real estate.

- **Sustainable Enterprise**

This course discusses the environmental and social challenges that arise as a result of how companies interact with their natural environment. From a managerial point of view, the national and international implications of the business and government response to these challenges are analysed. Can businesses contribute to change for a more sustainable future? The challenges of adopting sustainability strategies by enterprises are considered and students are enabled to critically analyse and communicate the results of the analyses made.

- **Leadership, Teamwork and Diversity**

In this course, students develop a “tool kit” of leadership behaviours to use in a variety of situations when those working with and/or for them need to be motivated toward a common good, particularly when that work involves the use of teams made up of diverse individuals.

- **Accounting Information Systems**

This course takes an integrative approach to showcase how accounting applications are at the core of every organization's enterprise system as they are vital to management and inform decision making. It prepares the future accountant or business analyst to understand how virtually every enterprise system exchanges data with an accounting system and that such systems are relied upon as the source of truth for reporting and compliance.

- **Negotiations for Resolving Conflicts and Leading Change**

An exploration of how topics of negotiation, resolving conflict, and leading change can be applied in dynamic and globalized professional environments. Students will become wiser and more thoughtful decision makers; more competent problem solvers; bolder, less risk averse leaders of people; and more effective, persuasive communicators.

- **Marketing Business to Business**

This course addresses the unique challenges that organizations and marketers face when marketing goods and services to business and organizational customers (B2B). Businesses make decisions differently than consumers and thus should be treated differently in order to achieve successful outcomes.

- **Organizational Behavior**

The subject aims to introduce students to organizational behaviour and organizational psychology. From this point of view, students should gain relevant knowledge in the field of leadership, power, authority, teamwork, conflict, role and importance of organizing individual business, etc.

- **Business Consulting**

Business consulting is a growing sector of the employment and business industry. There has been no better time to join the consulting industry, based on industry growth statistics. More importantly, as businesses strive to develop their positions in the marketplace, improve efficiency, reduce costs, and optimize operations, consultants are used on an increasingly larger basis. If you have the burning desire, think you have the necessary skills and the mindset to be a consultant this course will show you how. In this course we look at several the key topics you need to know.

Whether you are consulting by yourself, as a partnership, as a small team, or with a large company, we will provide you with all the information you need to be a successful consultant. This includes consulting in any industry regardless of your level of experience. We also provide you the tools and understanding to develop strategy to deploy and be successful in your own consulting business. From choosing a business model, to determining your pricing, to managing overhead costs, then we cover the more complex tasks like developing a great marketing strategy, developing the best proposals, tips for consulting success, and implementing your recommendations. Best of all, we discuss consulting lessons learned and problems you can avoid; and end with consulting "Best Practices". Specific Learning Objectives: 1) Gain knowledge of management consulting practices. 2) Improve your ability to define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to 'massage' them conceptually. 3) Gain practice in conducting a field-consulting project. 4) Improve your ability to present analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult. 5) Gain exposure to a variety of processes and interventions involved in the management consulting arena. 6) Learn how to match your individual strengths, weaknesses, likes, dislikes, personality and goals with consulting opportunities, demands and behaviours so as to help you enhance placement and career opportunities in management consulting.

- **Investment Management**

The subject aims to provide students with an adequate fund of theoretical knowledge and practical skills in the field of investment and investment decision-making between business entities in the country and in the modern world. The subject aims to bring together the most modern theories and methods of project management and investment processes, documenting them and measuring their efficiency and effectiveness. Students from this subject will be able to recognize and analyse investments in micro and macro plan; determine the motives and possible factors for investments; plan investment projects and manage investment processes; determine the level of investment risk; study and apply standard and modern capital budgeting criteria for the acceptance or selection of the most efficient investment project; to increase their self-confidence as well as motivation towards new scientific knowledge and practical experiences that would help them in their eventual employment or as employees in a company or commercial bank.

- **Trade Analytics**

As retail corporate partners have grown the digital commerce side of their business relative to the traditional brick and mortar component. Retailers need entry-level college graduates with a more than basic understanding of ecommerce and evolving channel opportunities within retail. Retail Analytics offers students a single course focused on retail marketing through key areas of channel integration.

- **Family Business Management**

Course aims: • Understanding the family business concept; • Understanding the lifecycle of the family business; • Explaining the three-dimensional development model of family businesses; • Understanding the socio-emotional wealth within the family businesses; • Explaining the succession process of the family business; • Identifying the elements of the institutional conflicts and their management.

- **Game Theory and Business Strategy**

Game theory, a traditional tool for academic economists, has become increasingly popular in the business world and is an essential tool of economic consultants. A major in Business Economics and Public Policy must have more than a rudimentary knowledge of Game Theory. Managerial decisions are not static and cannot be made in isolation. A manager must take into account and react to the "moves" of rival firms, government, and his or her subordinates and superiors within the company. Game theory is designed for the study of these types of interactions. The ultimate aim of the course is to strengthen your ability to think strategically in business situations, rather than to teach you facts or theories. To achieve this aim, we iterate between theory and practice. We use both formal case studies and real-world examples to sharpen our strategic thinking skills.

- **Market Research**

The aim of this course is to teach students to understand the relationship between market research and decision making, by getting acquainted with the processes used in the formulation and implementation of market research. Students will also understand the market conditions in which research is conducted and applied, including the methodology used in market analysis. The range of qualitative and quantitative techniques and methods available in market research, including their applicability and limitations, will also be understood.

- **Business Logistics**

This course presents a systematic approach to managing business activities associated with transportation, inventory management, warehousing, packaging, order processing, materials handling. The primary objective is to

give students an understanding well about what are logistics and supply chain, why it becomes so vital nowadays to manage the business logistics / supply chain in an organization, how to manage and control well logistics activities in the organization to maximize profit and respond well customer's demand.

- **Small Business Management**

The purpose of this subject is to help students understand the role, importance and essence of small businesses for a country's economy, their operation and organization. In this context, the similarities and differences between small and large businesses, the ways of starting a business, its planning, and in particular special attention will be paid to the drafting of the business plan. We will also analyse the strengths and weaknesses of the forms of organization of a small business, the successes and failures of small and medium enterprises, the weight of e-commerce in small businesses, the importance of business angels in the development of small business, as and the investment process in small and medium-sized businesses.

- **International Marketing**

The aim of the subject is to develop the managerial understanding of international marketing. The subject will help students improve their analytical skills, decision making and implementation in designing an international marketing plan. The focus will be on the management issues and marketing issues faced by companies operating in many parts of the world. In particular, the course will examine the role of marketing in world markets and will summarize its theoretical rationale, will provide an overview of business in the international context, such as structure, problems and opportunities, challenges and political, cultural, legal and economic conditions abroad, etc. Students will be able to demonstrate how to manage marketing channels and forms of marketing communication.

- **New Product Management**

For most companies, effectively developing and managing new products generates the necessary growth for long-term performance. This subject will provide an overview of new product development and its role in fostering performance and growth within companies. We will look at the new product development process to understand some of the common reasons why new products fail, and we will leverage various frameworks and tools for more effective new product development.

- **Web and Social Media Analytics**

Social media provides a wealth of data that can help organizations better understand and build relationships with their public. In this subject, students learn how to use social media data to gain knowledge about an organization and its audience, make recommendations that can be applied to data, and learn about social media strategy. Students will gain hands-on experience for native analysis, using measurement tools, developing plans for evaluating, constructing, and presenting analytical social media reports. Real-world applications will help you build a powerful portfolio that shows your social media analytics and ratings.

- **Total Quality and Performance Management**

The purpose of this subject is to highlight the importance of MCT techniques, their importance and the positive aspects of their use in order to see in the near future a completely new overview of companies in RNM.