



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

## Study program

## Master of Business Administration - MBA (2012/2013)

Faculty	Business and Economics
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Title	Master in Business Administration
Accreditation archive number [120]	03-3921/3
Accreditation date	10.05.2012

## 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. 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.);
- **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.

## 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.

### Applying knowledge and understanding

Students who earn the MBA degree will demonstrate a thorough understanding of 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.

### Making judgement

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.

### **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**

- [6.0 ECTS] **Business Analytics**
- [6.0 ECTS] **Marketing Strategies**
- [6.0 ECTS] **Accounting**
- [6.0 ECTS] **Elective course 1**
- [6.0 ECTS] **Free elective course 1**

### **Semester 2**

- [6.0 ECTS] **Finance**
- [6.0 ECTS] **Economics**
- [6.0 ECTS] **Operations Management**
- [6.0 ECTS] **Management Information Systems**
- [6.0 ECTS] **Free elective course 2**

### **Semester 3**

- [7.5 ECTS] **Elective course 3/1**
- [7.5 ECTS] **Elective course 3/2**
- [7.5 ECTS] **Elective course 3/3**
- [7.5 ECTS] **Elective course 3/4**

### **Semester 4**

- [30.0 ECTS] **Master Thesis**

## **Description of courses**

### **Core courses**

- **Business Analytics**

The term Business Analytics is used to describe a set of analytical and quantitative practices to methodologically explore an organization's data and employ the derived insights to support decision making. This course provides an introduction to some fundamental tools used in business analytics. In the first part of the class, we consider different approaches to systematically explore and structure data and derive business insights. We start by considering simple but effective visualization and tabulation techniques. We then discuss tools from statistics and probability theory that describe characteristics of 2 individual variables and relationships between different variables. Finally, we cover some introductory and more advanced aspects of regression analysis. In the second part of the class, we focus on how to use data and the derived structural insights to make better business decisions. We consider tools that facilitate structuring, visualizing and analyzing decision problems in the presence of uncertainty (decision trees, simulation). We also explore optimization techniques that allow deriving optimal solutions to complex and large-scale business problems. The approach taken in the course is entirely example-based and hands-on, since all these techniques will be implemented in Excel, either with Excel's built-in tools or with Excel add-ins. The objective of this

course is to provide students with a solid understanding of fundamental quantitative business analytics tools and how to implement these tools in a spreadsheet environment.

- **Marketing Strategies**

The purpose of this course is to introduce students to the strategies that companies use for gaining strategic competitiveness. Within the course, students will also gain experience in strategies for product development, effective communication using innovation and market orientation. After completing this course, students will have a better understanding of how marketing tools are used to achieve strategic objectives. The American Marketing Association defines Marketing as "...the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value to customers, clients, partners and society at large." More pragmatically, Kotler and Keller indicate that "Marketing is about identifying and meeting human and social needs [...] profitably." Similarly, Peter Drucker stated that "...because the purpose of business is to create a customer, the business enterprise has two – and only two – basic functions: Marketing and Innovation. Marketing and innovation produce results; all the rest are costs. [...] and since Marketing drives Innovation...] it is the distinguishing, unique function of the business." Identifying and meeting needs profitably (both known and new needs customers may not yet be able to articulate), allows the firm to create and preserve competitive advantages, is often associated with stronger sales and higher margins, and enhances shareholder wealth. Marketing is aptly designed to fulfill these tasks: Marketing is responsible with identifying and satisfying needs and creating a mechanism of value exchange between the marketer and customers. Customers receive solutions from the firm in exchange for monetary compensation for the solution. Marketing achieves these objectives using the Marketing-Mix: Product (i.e., customer problem solution); Promotion (i.e., communications); Place (i.e., distribution) and Price (i.e., economic and financial outcomes). In this course we will explore how Marketing can create, deliver and capture value.

- **Accounting**

The purpose of this subject is to assist students in understanding the essentials of accounting and to gain a thorough understanding of the preparation and analysis of financial accounting reports, and the economic context in which these reports are used.

- **Finance**

The course aims to prepare students with the necessary skills and knowledge in the field of finance. This course covers basic skills that are used in modern organizations such as the time value of money, valuation of investments, valuation of securities and financial planning. By the end of this course, students should be able to conduct valuation and evaluation of new investment opportunities. Valuation is a skill that is required of all managers in all disciplines. Every manager must understand the value implications of the business decisions they take and of the proposals they offer. Hence, every student will be empowered not only to make value-creating decisions (which is the goal of this program) but also to determine how much value their decisions create (the specific goal of corporate finance).

- **Economics**

The economics module comes in two parts. The first part offers instruction on balancing benefits and costs and efficiently allocating resources across tasks and over time. Course materials offer foundational knowledge of market structure, outline ways to interpret the impact on prices of enhanced competition and industry innovation, and define rules-of-thumb for business management that expand profitability. Students receive guidance on how to be a good competitor. Development of basic skills in analysis of industry and market structure, employment of game theory in the construction of strategy, and determination of optimal prices for the sale of goods and services are the topics of study. The second part shifts attention to appraisal of a country's economic environment. Cases and readings provide direction on how to take inventory of the nation's economic position, understand the impact of government actors, and forecast political and economic variables important to the firm.

- **Operations Management**

The intent of this course is to further provide management and analytical concepts/tools for the management of operations and the decision-making process within the scope of the supply chain. Competitive advantage driven by supply chain strategy has been a common practice in the business environment in the past few years. Most of the strategies involve improving operational efficiency either through cost reductions or increase capital efficiency. Decision-making regarding operational issues is one of the most common tasks within organizations. This course will enhance students' ability to perform the quantitative analysis necessary and understand the management issues in order to make good operational decisions within the supply chain. Coverage is topical and will include supply chains issue and strategy, operations management framework, the Six Sigma approach, quality management, demand and supply planning, inventory deployment/control, and transportation networks optimization. Other topics will be added as the course progresses. The introduction of concepts via cases is preferred whenever appropriate.

- **Management Information Systems**

This course provides an introduction to Management Information Systems (MIS) and examines the role of information systems in supporting a wide range of organizational functions. We will examine the use of information systems in supporting administrative operations, decision-making, and overall strategic initiatives and corporate philosophies. The course is oriented toward the general MBA student -- not the technical specialist. It will provide a managerial perspective on the use, design, and evaluation of information systems.

- **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 of Business Administration (MBA).

## **Elective courses**

- **Critical Thinking and Ethics**

This course focuses on how managers can implement effective strategies related to corporate sustainability and corporate social responsibility. The following topics will be dealt with special attention: Theories of corporate social responsibility, which are associated with accounting, environmental management, general management, and other social sciences; Development of corporate social responsibility through time; Methods for the analysis of corporate social responsibility conceptual bases in businesses and modern organizations.

- **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.

- **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.

- **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 Chapters of 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 preparation of the scientific and research paper. - Practical application of these objectives in preparing student's individual research paper.

- **Selected Chapters of Advanced Applications for Statistical Data Processing**

The aim of this subject is: - To display the technical elements in the field of statistics: organizing, processing, and 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.

- **Information Technologies**

Study of information systems management issues including enterprise support applications, systems acquisition and implementation practices, facilitating end-user support and telework and e-business opportunities. Readings and case analysis and one team project.

- **Corporate Architecture**

This course provides the foundational knowledge and perspectives that apply to all organizations, regardless of the particular EA frameworks or methods followed within the organization. Part One studies the history that led to the development of EA, and incorporates the building blocks of IT strategy, planning, information modeling and governance. Future directions in EA will be covered as well. Part Two studies the major EA frameworks and methods, with a focus on creating the artifacts for the key stakeholders, including business managers, technology managers and technology implementers. Part Three studies the implementation of EA, with emphasis on standards, governance, change management, and artifact reuse. This section also covers the integration of EA with business process re-engineering (BPR), transition planning, requirements management, systems integration, and SDLC methodologies. The course will include a class project to create an EA for a defined business scope.

- **Strategic Competitive Analysis**

The purpose of this course is to provide students with an in-depth exposure to the theory of industry structural analysis and to begin gain practice in its application. Students will learn how to use the competitive forces model for interpreting the strategic implications of evolutionary and revolutionary shifts in industry structures.

- **Managing Intellectual Property in a Global Environment**

When businesses unwisely share their core technology, they risk losing it. Despite this fact, there currently is no single regulatory scheme that provides international protection for proprietary information. Further, while most countries offer some degree of legal protection for creative products, processes and services, the rigor of this protection varies throughout the world. This course is designed to acquaint global business managers with the legal and practical issues involved in the protection of intellectual property. It introduces students to the basic types of intellectual property (patents, copyrights, trademarks and trade secrets) and the key differences in how they are protected around the world. Ultimately, upon completion of this course, students will better understand how to protect their company's intellectual property when doing business in the global environment.

- **Risk Management in Large Companies**

The purpose of this course is to prepare the student to understand enterprise risk management in a globalized world. From the perspective of a multinational enterprise we focus on foreign Investment Risk, Country Risk, Foreign Exchange Rate Risk and global Non-Market Risk. We will study different monetary arrangements in the past and present, analyze the very nature of the foreign exchange market, and try to understand the causes and consequences of international currency crises. We will analyze and measure different forms of foreign exchange related risk, and we will study strategies and instruments to manage these risks. We also study the emerging field of non-market risk management. As social and environmental concerns rise, and global communication costs shrink, businesses will increasingly find all of their operations coming under increasing scrutiny, raising regulatory and social risk. We will examine the non-market business environment, defining the major players and the social and economic institutions in which operate. We then explore the successful development of non-market risk reduction strategies.

- **Managing Supply Chain**

Supply-Chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed in the right quantities, to the right locations, and at the right time, in order to minimize system wide costs while satisfying service level requirements. This course will focus in two major areas related to supply-chain management: (1) the design of the distribution system, and (2) the planning and control system used to manage the supply chain material flow.

