



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

## Study program **Business Administration - MBA (2022/2023)**

Faculty	Business and Economics
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Code	N-MBA120C
Title	Master in Business Administration (MBA)
Accreditation archive number [120]	03-505/1
Decision for starting of the program	03-505\3
Accreditation date	19.04.2022

## 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. During their studies, students will gain the necessary skills to solve challenging business problems analytically using a multidisciplinary approach. 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.

## Career

Upon successful completion of the program students will be able:

- To work as managers or consultants in companies;
- 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

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**

- [CM187] [6.0 ECTS] **Econometrics**
- [CM232] [6.0 ECTS] **Financial Reporting and Decision Making**
- [CM238] [6.0 ECTS] **Innovation Management**
- [6.0 ECTS] **Elective Course**
- [6.0 ECTS] **Elective Course**

### **Semester 2**

- [CM235] [6.0 ECTS] **Business Analytics and Modeling**
- [CM185] [6.0 ECTS] **Operations and Supply Chain Management**
- [EM554] [6.0 ECTS] **Applied Economy**
- [6.0 ECTS] **Elective Course**
- [6.0 ECTS] **Elective Course**

### **Semester 3**

- [CMBA01] [6.0 ECTS] **Research Methodology**
- [CMBA19] [6.0 ECTS] **Project Management**
- [CM196] [6.0 ECTS] **International Finance**
- [CM217] [6.0 ECTS] **Marketing Management**
- [6.0 ECTS] **Elective Course**

### **Semester 4**

- [BE-THESIS-120] [30.0 ECTS] **Master Thesis**

## **Description of courses**

### **Core courses**

- **Econometrics**

The aim of the subject is to enable students to develop an understanding of econometrics to a level that will equip them with the understanding and evaluation of the most applied cross-sectoral data analysis and to be able to undertake such analysis. More specifically, the aims of this subject are: - to develop an understanding of the use of regression analysis and related techniques for evaluating economic relations and testing economic theories - to enable students to read and evaluate empirical works in professional journals - to provide practical experience of using major regression programs (STATA 16) to generate economic models.

- **Financial Reporting and Decision Making**

Through the information of the main financial statements, it is intended that the management bodies in the company to be in time equipped with quality information in order to approve the right business decisions. Qualitative information through annual and quarterly financial statements presented in the Balance Sheet, Income Statement, Cash Flow Balance, key indicators of economic performance such as profitability, liquidity, solvency, risk and potential bankruptcy will convince potential investors and future to invest in companies and verify their investments through the market value of their shares.

- **Innovation Management**

Innovation management represents a set of approaches through which creativity and innovation are encouraged through various techniques and approaches. This subject will analyze the latest topics in the world literature related to innovation, creativity and their management process in various fields. In addition to theoretical analysis, this subject will enable practical access to students through creating real innovation and going through all the stages of learning methods of creating new ideas, as well as applying for funding and pitching.

- **Business Analytics and Modeling**

The course focuses on the process of transforming data into information for solving business problems in the real world. The course has a phased approach to knowledge generation: first, descriptive analytics is taught where visual analysis is used to characterize data; second, it teaches recommendatory analytics that focuses on the optimal strategies that "should" be undertaken in the future; third, predictive analytics is taught focusing on the use of algorithms for predicting the future based on historical data. Topics include data exploration, data preparation, nonlinear optimization, etc.

- **Operations and Supply Chain Management**

The course deals with the theoretical and practical explanation of the supply chain which is necessary and indispensable for the efficient management of the function for planning, procurement, inventory control, transportation and storage. Students will learn about topics such as designing supply and distribution networks in line with the firm's business and supply chain strategy as well as improving supply chain performance through SCOR, Lean and Six Sigma techniques. Students explore how different aspects of supply chain management are integrated within the firm, as well as coordinated with suppliers, trading partners, and logistics/transportation providers to deliver superior customer satisfaction. Making sound strategic and tactical decisions learned by managing a global consumer electronics supply chain through an on-line simulation.

- **Applied Economy**

This course introduces many important concepts and the analytical tools of intermediate economics. The objective of this course is to provide the students with intermediate economic theories and methodologies and apply the knowledge to observe, to think and to analyze the economic phenomena. The course will be studied in two parts such as intermediate microeconomics and intermediate macroeconomics. In microeconomics, the theoretical aspect of the market mechanism and the perfect and imperfect competition as well as its practical application will be studied. While in advanced macroeconomics the theoretical aspect of economics as a whole in a short and long run, and their practical application will also be studied.

- **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 analyze 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 purpose of this course is to introduce students to the world of modern projects and their confrontation with the opportunities and challenges of real economic life in the creation of appropriate, real need projects. Specific objectives of the subject include how to determine a project (using several stages) and to emphasize the important role of project manager (understanding the need, field of action, activities for implementation, the complexity of modern design, etc.). Students will be trained on how to apply modern tools and techniques of modern project management in the transformation necessary or appropriate creative idea in a real and documented project that will make you be more inventive about themselves and more competitive labor market.

- **International Finance**

This subject covers the international dimension of both investments and corporate finance. Develops strategies for investing internationally, including hedging exchange rate risk, adjusting to client preferences and home currencies, evaluating performance, estimating a corporation's exposure to real exchange rate risk, strategies to hedge risk or to dynamically adjust to shocks, and reasons for a corporation to hedge. Also covers international capital budgeting, multinational transfer pricing, and international cash management.

- **Marketing Management**

The purpose of this course is to prepare students to use and manage 4-Ps of an organization or company in order to be able to design optimal marketing elements: products, price, promotion and distribution methods that companies face. Specifically, the goal is to understand the complexity of decisions in marketing management, as well as frameworks for analysis of markets, customers, competitors and integrating concepts from the original marketing plan.

- **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**

- **Market Research**

The aim of the subject is for students to understand the relationship between market research and decision making, 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. Quantitative and qualitative techniques and methods available in market research will be analyzed, including their applicability and limitations.

- **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.

- **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 analyzed. 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 analyze and communicate the results of the analyzes made.

- **Leadership, Teamwork and Diversity**

In this course, students develop a “tool kit” of leadership behaviors 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.

- **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 analyze 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.

- **Financial Strategy and Corporate Restructuring**

This subject provides an examination of how corporate and financial strategies can lead to the creation, maintenance, transfer, and destruction of shareholder value. Topics covered include valuing alternative strategies, effectively communicating strategies to the financial markets and aligning the incentives of managers with those of shareholders. A framework for valuing mergers, acquisitions, and divestitures and other joint financing arrangements is developed and applied.

- **International Accounting Standards**

Students will begin by reviewing the basic elements and concepts of financial statements, accounting terminology and how financial statements link together. Next, they will consider the evolution of the international regulatory framework for financial reporting. The module will introduce group accounting; accounting for taxes; accounting for property, plant, equipment and impairment of assets; and accounting for intangibles plus inventories. Students will also practice and review the applications of financial statement analysis and earnings per share calculations. In addition, participants will study the role of corporate governance guidelines and business ethics in modern business.

- **Business Process Management**

To maximize value creation, organizations must carefully analyze, document, and continuously assess the efficiency and effectiveness of their business processes. With a focus on the fundamentals of business process management, the objective of this course is to learn how information technology is used to enable and manage business processes. The three main topic areas of the course are enterprise data exchange, enterprise systems, and process management and analysis.

- **Quantitative Finances**

The subject provides econometric techniques, such as time series analysis, needed to analyze theoretical and

empirical issues in finance. It also provides applications in property (asset) pricing, investment, risk analysis and management, market microstructure and return forecasting.

- **Digital Business**

The digital business enterprise, the creation of new business designs reached by blurring the digital and physical worlds, revolves around technologies that make information useable and mobile. This course focuses on the digital ecosystem, the interplay between the physical and digital worlds, to explore the digital trends and innovations for businesses. Industry reports and discussion focus on deriving value from digital platforms to address business strategies. Topics include enterprise modeling frameworks, use of digital technology industry reports in business value creation, enterprise system platforms and interfaces, and the Software Development Lifecycle (SDLC) project management framework.

- **Risk Management in Banking and Regulation**

This subject provides a detailed analysis of derivative contracts and their use in risk management strategies. As technology improves and banks become more innovative, they will be able to isolate and break out more and different kinds of risk that then can be controlled and managed. At this time, risk management is a new area in banking but is developing very rapidly. This subject will consist of two main parts. The first part of the subject focuses on the building blocks of derivatives (namely futures, forwards, swaps, and options) and the factors that determine the value of these securities. The second part focuses on the importance and implementation of risk management strategies.

- **Asset Pricing and Security Valuation**

This quantitative course is for finance students who wish to learn various analysis and valuation techniques used by investors, venture capitalists, investment bankers, and others concerned with valuing the debt or equity of small, medium and large public and private companies. Firstly, time value of money and financial statement analysis will be reviewed to prepare the students to value stocks and bonds. We then turn to equity valuation, i.e., valuing stocks. Students will also learn about the Capital Asset Pricing Model (CAPM). Students will review the effects of leverage and capital structure on valuation. Students will also value bonds. They will learn about Altman's Z-score (using discriminant analysis) to estimate the likelihood of default. Furthermore, will consider the yield curve and the term structure of interest rates and learn how to estimate forward rates and use forward rates to price bonds and/or estimate future rates. The module will finish with a study of the sensitivity of bond pricing to interest rate changes and the concept of duration.

- **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.

- **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.

- **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 analyze data and interpret findings to address marketing research problems.

- **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 deciding 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. Learn how to match your individual strengths, weaknesses, likes, dislikes, personality and goals with consulting opportunities, demands and behaviors so as to help you enhance placement and career opportunities in management consulting.