



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

Study program Business Administration (2025/2026)

Faculty	Business and Economics
Study Cycle	Third Cycle (PhD)
ECTS	180
Code	PhD-BE-180
Title	Doctor of Economic Sciences - Module: Business Administration
Accreditation archive number [180]	03-2382/1
Accreditation archive number []	
Decision for starting of the program	
Accreditation date	09.07.2025

Description of the program

The Business Administration study program is designed to empower students to engage in advanced scientific research that drives social and economic progress. By fostering the transfer of academic knowledge to public and private institutions, as well as interest groups, the program bridges the gap between theory and practical application in modern business and management. This program stands out by addressing the dynamic challenges of contemporary business environments, equipping students with the knowledge and skills to lead effectively in a globalized economy.

The objectives of this program are:

- Enhancing enterprise management and supervisory capabilities to promote the development of innovative and sustainable business practices.
- Cultivating versatile, entrepreneurial managers who demonstrate readiness to tackle challenges, take calculated risks, and capitalize on emerging opportunities.
- Training leaders with advanced decision-making abilities, equipped to navigate the complexities of the modern business landscape.
- Shaping managers with forward-thinking perspectives and skills for future scenario planning, risk assessment, and exploiting 21st-century business opportunities.
- Fostering proficiency in using internationally recognized resources, such as English-language academic journals and publications, to support continuous learning and research.
- Encouraging independent, advanced-level research capabilities, preparing students to contribute meaningful insights and innovative solutions to the business and management sectors.
- The program aligns closely with the evolving needs of society by addressing critical gaps in managerial expertise, leadership, and entrepreneurial innovation. It mirrors the structure and quality of at least three accredited programs offered by leading international higher education institutions, ensuring global competitiveness and relevance.
- Emphasizing both the theoretical and practical dimensions of business and management, this study program prepares graduates to meet the demands of modern enterprises and to contribute significantly to social and economic development.

Career

Upon successful completion of the program students will be able:

- To work individually and in group in research of most suitable forms in satisfying the consumers' needs.
- To explain the differences and the needs of the municipalities from scientific and professional aspect.
- To actively participate in the creation of macroeconomic and microeconomic policies.
- To be informed and contribute in scientific and professional elaboration.

Learning outcomes

Knowledge and understanding

Advance understanding of concepts of business administration, including organizational behavior, strategic management, and business operations.

Conducting critical analysis of contemporary business practices and policies, particularly in the context of the national and global economy.

Applying knowledge and understanding

Developing the ability to diagnose market trends, forecast business opportunities, and analyze the impact of business strategies on organizational performance.

Applying theoretical knowledge to practical scenarios in business management, entrepreneurship, and decision-making.

Making judgement

Equipping students to take leadership roles in profit and non-profit organizations locally and globally.

Critically evaluating business models and strategies to navigate challenges related to globalization, digital transformation, and competitive markets.

Communication skills

Enhancing personal, professional, and communication skills essential for effective management and teamwork in a business environment.

Encouraging active participation in discussions and independent research across various fields of business and management.

Learning skills

Fostering critical thinking and problem-solving skills necessary for innovative and sustainable business solutions.

Developing research capabilities and practical expertise in management, marketing, and finance for both private and non-profit organizations.

List of courses

Semester 1

- [C2012] [10.0 ECTS] **Quantitative Research Methods**
- [DBE0102] [10.0 ECTS] **Theory of Organization - Multidisciplinary Access**
- [C2015] [10.0 ECTS] **Marketing Strategy and Management**

Semester 2

- [DBE0105] [10.0 ECTS] **Review and Approval of the Doctoral Dissertation Plan**
- [10.0 ECTS] **Elective Course**
- [10.0 ECTS] **Elective Course**

Semester 3

- [PHD-S3-S4-01] [40.0 ECTS] **Scientific Research Work**

Semester 4

- [PHD-S3-S4-02] [15.0 ECTS] **Publications I**
- [C2016] [5.0 ECTS] **Student Mobility**

Semester 5

- [DBE0104] [20.0 ECTS] **Presentation of Research Results**
- [PHD-S5-01] [10.0 ECTS] **Publications II**

Semester 6

- [C2598] [30.0 ECTS] **Doctoral Dissertation**

Description of courses

Core courses

- **Quantitative Research Methods**

The course will focus on quantitative research methods rather than on research philosophy. It will cover the research quantitative method and the research techniques used in economics science. Therefore, the objective of the course is to teach students how to conduct research and use the appropriate research methods for that purpose.

Furthermore, the course is designed for individuals who may need to conduct social science research as part of their academic studies or professional responsibilities. Consequently, the course will provide students with the tools that will increase the probability that they will successfully complete their thesis research in a timely fashion. In addition, the course will enable students to acquire sufficient knowledge of analytical tools and techniques and become more sophisticated consumers of social science research (i.e., the literature in economics, finance, management, and marketing in this context).

- **Theory of Organization - Multidisciplinary Access**

This course explores the ways in which organizations can be designed (by management or others) in order to achieve their objectives. It exposes students to the ways in which economists, psychologists and sociologists address this and related issues. It is, therefore, an interdisciplinary course comparing and contrasting the contribution of the core social science disciplines to the study of organizations. The course draws upon both theoretical and empirical materials and students will be encouraged to draw upon their own local knowledge in pursuing their studies. There will be an emphasis (though not exclusive) on organizations, set up with an economics objective. At the end of this course and having completed the essential reading and activities students should be able to: 1. describe the essential features of organizations 2. understand the factors shaping these features 3. appreciate the evolution of different organizational designs/types 4. understand how managers may build and change organizations understand how different organizational forms impact on the individual within organizations.

- **Marketing Strategy and Management**

The course should: - Help students learn to think strategically when making and implementing marketing decisions; - Help students learn to apply specific analytical approaches and tools for understanding customers, competition, and markets; - Help students acquire the necessary analytical and conceptual skills for developing successful marketing programs; - Help students develop strategic thinking in the context of complex problems and challenges faced by the contemporary executives and managers; - Help students acquire an overview on the contemporary issues in marketing and the unique challenges faced by marketing managers in the dynamic business environment; - Helps students develop understanding about what is involved in making marketing decisions, including product, price, promotion, and place decisions to create a marketing mix; - Help students use techniques for undertaking strategic market analysis and formulating marketing strategies.

- **Review and Approval of the Doctoral Dissertation Plan**

After the first semester, the student begins his activities for the development of the plan on his doctoral dissertation. Activities include the definition of literature, defining hypothetical framework, the definition of the work methodology and determination of the individual plan as well as the first public presentation. If necessary, can be held elective

courses for this purpose.

- **Scientific Research Work**

In the second year (semester 3 and 4) the candidate continues with research activity by approved individual plan. Mentor provides assessment on these activities in the form of a report to the Scientific-Teaching Council of the Faculty.

- **Publications I**

Publication of research activities under the table relevant to the media for publication. Publication activities and successes of the candidate checked before scientific audience by area and the relevance of the research.

- **Student Mobility**

During the fourth semester the student is obliged to visit and contribute to a relevant institution abroad for a period of at least one week. The aim of PhD students' mobility is to request candidates to present, exchange and discuss their research work with their colleagues from other countries for improving the quality of their dissertation. For the realization of mobility, the student brings evidence to the mentor.

- **Presentation of Research Results**

At the end of the 5th semester, after the research activities under the individual plan, overall results of this phase of the paper and the research will be presented publicly by the candidate

- **Publications II**

Publication of research activities under the table relevant to the media for publication. Publication activities and successes of the candidate checked before scientific audience by area and the relevance of the research.

- **Doctoral Dissertation**

Continuing the work of doctoral dissertation. Submitted thesis (dissertation), accepted by the Scientific-Teaching Council of the Faculty and submitted to committee members and begin the procedure of public defence.

Elective courses

- **Knowledge Management, Innovation and Competition**

Aims of the course program: - Analyze the role of knowledge management in attainment of financial objectives, quality and process improvement, and innovation. - Understand how to use knowledge management inside the business. - To learn methods that will increase the use of creativity inside the business. - To understand subject, challenges and benefits from different innovations. - To understand ways how to increase the competitive advantage of the business. - Understand the elements and processes for development of alternative ways of using the knowledge in creating competitive advantage.

- **Entrepreneurial Management - Advanced Level**

Course aims: - Understanding fundamental concepts of entrepreneurship, startup processes, business models, sustainability and entrepreneurial finance. - Familiarity with management principles such as planning, organizing, leading, and controlling within an entrepreneurial context. - Proficiency in strategic thinking, decision-making, and risk management as applied to entrepreneurial ventures. - Ability to conduct research, analyze data, and apply findings to entrepreneurial scenarios/context. - Capacity for critical analysis of entrepreneurial case studies, trends, and theories. - Experience in collaborative settings and leadership roles within entrepreneurial projects.

- **Global Strategic Management**

This course will prepare students for strategic thinking and decision-making and avoiding ad-hoc decisions. This subject will be treated in determining the company's mission, ethics and social responsibility in strategic management, analysis of the external and internal environment in strategic decision-making, analysis and selection strategy, value chain analysis, analysis of long-term goals and strategies of businesses strategies of multinational companies, the implementation and control strategies, the strategies of small, entrepreneurial businesses, the strategies of non-profit organizations, strategies in international business and more. The course will also treat

models, ways of decision-making in situations of uncertainty, certainty and risk. All topics of this course will be developed in terms of a comparative analysis of the approaches used by companies operating in various parts of the world.

- **Consumer Behavior - Advanced Level**

The goals and learning outcomes of the course "Consumer Behavior - Advanced Level" are focused on developing specialized competencies in analyzing and applying theories of consumer behavior. These goals aim to prepare students to understand and influence consumer decisions in various marketing contexts.

- **Digital Marketing**

The aim of the course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success of an organization. Digital marketing is where marketing meets the internet and other forms of new media. It includes online advertising and participating in social media, different digital media and how to create marketing content; how to optimize a Web site and SEO optimization; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends. The gained knowledge, skills and competences will help students to design and evaluate.