

1.2 STUDY PLAN AND SYLLABUS

YEAR ONE: 60 ECTS						
SEMESTER 1: 30 ECTS						
				Hours per week		
No	Type	Subject	L	P	ECTS	Lecturer
1	O	English	2	0	3	Rina Sefiu; Elmira Latifi
2	O	Personal Productivity with IT	2	0	3	Kastriot Blakaj; Agim Zuzaku
3	O	Mathematics	2	2	6	Liridona Dodaj; Nazmi Misini;
4	O	Macroeconomics	2	2	6	Sema Kazazi; Albulena Jahja,
5	O	Introduction to Financial Accounting	2	2	6	Selman Berisha; Burhan Rexhepi
6	O	Management	2	0	6	Fisnik Bytyqi; Labeat Mustafa
SEMESTER 2: 30 ECTS						
7	O	Managerial and Cost Accounting	2	2	6	Ardian Uka; Nazmi Zeqiri
8	O	Academic Writing	2	0	3	Deniz Celcima; Bardha Qirezi.
9	O	Statistical Methods for Business I	2	2	6	Kaltrina Sylaj; Mentor Geci;
10	O	Microeconomics	2	2	6	Ermal Lubishtani; Kestrim Avdimetaj
11	O	Public Speaking and Business Communication in English	2	0	3	Luiza Zeqiri; Kadri Krasniqi
12	O	Marketing	2	0	6	Rajan Arapi; Bekim Marmullaku.
YEAR TWO: 60 ECTS						
SEMESTER 3: 30 ECTS						
13	O	Financial Management	2	2	6	Arta Mulliqi; Nexhat Kryeziu
14	O	Statistical Methods for Business II	2	2	6	Shaqir Elezaj; Mic Ukaj
15	O	Operations Management	2	2	6	Ylber Limani; Diellza Kukaj
16	O	Business Law	2	0	6	Mentor Shaqiri, Bashkim Nuredini.
17	O	Organizational Behaviour and Leadership	2	0	3	Valdrin Krasniqi; Burim Isa Berisha
18	O	International Trade	2	0	3	Valdrin Krasniqi; Kujtim Zylfijaj
SEMESTER 4: 30 ECTS						
19	O	International Accounting Standards and Reporting	2	2	6	Artan Haziri; Lulzim Krasniqi

20	O	Human Resources Management	2	0	6	Mentor Shaqiri; Kujtim Zylfijaj.
21	O	Research Methods	2	2	6	Amir Imeri; Aferina Skeja
22	O	Strategic Management and Innovation	2	1	6	Engelbert Zefaj; Labeat Mustafa
23	O	Management Information Systems	2	2	6	Muhamet Gërvalla; Afërina Skeja.
YEAR THREE: 60 ECTS						
SEMESTER 5: 30 ECTS						
	O	Elective courses ¹			6	
	O	Major (Orientation)			24	
MAJOR – Orientations						
In the third year students will have to pick one of the areas of orientation						
A	Management, Entrepreneurship and Innovation					
B	Marketing and Sales					
C	Accounting, Auditing and Taxation					
D	Finance, Banking and Insurance					
E	International Business					
ORIENTATION (1): MANAGEMENT, ENTREPRENEURSHIP AND INNOVATION						
No	Subject		L	P	ECTS	Lecturer
24	Contemporary Management		2	1	6	Kujtim Zylfijaj
25	SME Management		2	1	6	Labeat Mustafa
26	Entrepreneurship and Innovation Management		2	1	6	Ermira Shehu
27	Opportunity Development and Business Planning		2	1	6	Engelbert Zefaj
ORIENTATION (2): MARKETING AND SALES						
No	Subject		L	P	ECTS	Lecturer
24	Marketing and Sales Management		2	1	6	Mirjeta Domniku
25	Consumer Behavior		2	1	6	Rajan Arapi
26	Brand and product management		2	1	6	Bekim Marmullaku
27	Digital marketing		2	1	6	Gonxhe Beqiri
ORIENTATION (3): ACCOUNTING, AUDITING AND TAXATION						
No	Subject		L	P	ECTS	Lecturer
24	Advanced Accounting		2	1	6	Gresa Mjaku
25	Tax Accounting		2	1	6	Driton Fetahu
26	Auditing		2	1	6	Nexhat Kryeziu
27	Fiscal Policies and Taxation		2	1	6	Ardian Berisha
ORIENTATION (4): FINANCE, BANKING AND INSURANCE						
No	Subject		L	P	ECTS	Lecturer
24	Investments		2	1	6	Kestrim Avdimetaj
25	Banking Management		2	1	6	Fidane Spahija Gjokolli
26	Financial Institutions and Capital Markets		2	1	6	Shpresim Vranovci
27	Insurance and Risk Management		2	1	6	Fisnik Bytyqi
ORIENTATION (5): INTERNATIONAL BUSINESS						
No	Subject		L	P	ECTS	Lecturer
24	International Business and Strategy		2	1	6	Fisnik Bytyqi
25	International Marketing Management		2	1	6	Gonxhe Beqiri

¹ For elective courses, 6 ECTS must be chosen from an orientation different from the orientation chosen for study by the student, from the list of elective courses or from a different study program.

26		International Corporate Governance and Management	2	1	6	Bashkim Nuredini
27		International Business Negotiations	2	1	6	Edmond Hajrizi
SEMESTER 6: 30 ECTS						
28	O	Seminar	2	0	3	Mirjeta Domniku; Bekim Marmullaku,
29	O	Project or Internship program (Applicable for study orientation)	2	0	6	Besa Veseli; Emine Daci
30	O	Project Management	2	0	6	Shpresim Vranovci; Ermira Shehu
	O	Bachelor Thesis			15	

LIST OF ELECTIVE COURSES					
Type	Subject	L	P	ECTS	Lecturer
E	Data Science	1	1	3	Bertan Karahoda.
E	Decision Making Theory	2	0	3	Edmond Hajrizi
E	Business Ethics	2	0	3	Bardha Qirezi
E	Financial Analysis	2	0	3	Getoar Lubeniqi

Subject	PERSONAL PRODUCTIVITY WITH IT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	1	3	10PPIT122
Aims and Objectives	<p>Prepares students to use IT independently in order to accomplish their tasks in the working place. Moreover, students will be able use available credible information that are available online and they will learn to conduct research.</p> <p>The purpose of this course is to help students develop deep knowledge and skills in the use of personal productivity tools, such as Microsoft Word, Excel, and PowerPoint, integrating a safe and responsible approach to the security of information systems.</p> <p>Objectives of the Course:</p> <ol style="list-style-type: none"> 1. Basic Knowledge of Information Technology (IT): At the end of the course, students should have solid knowledge of fundamental IT concepts, including hardware, software, and operating systems. 2. Effective Use of Microsoft Word: Become proficient in creating structured documents, formatting text, and using stylistics for an improved presentation. 3. Ability to Use Microsoft Excel for Data Analysis: Develop advanced skills in using Excel to analyze, manipulate and present data through formulas, functions, dynamic tables and graphs. 4. Creating Effective Presentations with Microsoft PowerPoint: Become skilled in creating structured and engaging presentations, using visual elements and animations to reinforce communication. 5. Security of Systems and Personal Data: Understand security risks in the digital environment and know strategies and practices to protect against these risks. <p>Become skilled in securing personal and professional data through the use of security technologies and practices.</p> <ul style="list-style-type: none"> • Students must be able to work safely in terms of cyber security • Students should be able to work with online platforms like Office 365 • Students should be able to use technology in business terms 			
Learning Outcomes	<p>At the conclusion of this subject students should have the skills to:</p> <ul style="list-style-type: none"> • Demonstrates skills in using all Microsoft 365 tools to be productive in driving innovation and efficiency at work. • Understands the Basic Concepts of Information Technology (IT) • Apply the acquired skills in the effective use of IT for data analysis, their processing by applying advanced statistical methods, and research methodology to contribute to the field of business and management; • Applies the acquired knowledge to solve complex and unforeseen challenges in strategic and operational management, using strategies and safe practices in the implementation of digital technologies. • Identifies and analyzes various problems and uses IT tools to implement procedures that manage risks during business activities in the company. • Develop skills for collaboration and interaction in a collaborative work environment, including sharing documents and projects. 			

	Weekly Plan	Week
Content	Definition and role of Information Technology-Hardware and software: Familiarity with major components.	1
	Description of operating systems and basic applications.	2
	Digital security: Protection against viruses, malware and other threats.	3
	Introduction to Microsoft Word	4
	Formatting and Structuring Documents in Word	5
	Structuring documents with paragraphs, headings, sub-headings, and indexes.	6
		7
	Mid-term exam 1	
	Description of the work environment in Excel and creation of worksheets.	8
	Using formulas and functions for data analysis.	9
	Creating graphs and visualizations for data presentation.	10
	Basics of Power Point presentations	11
	Presentations through Power Point using presentation forms	12
	Electronic communication and social media	13
	Recapitulation of the subject	14
Mid-term exam 2	15	
	Activities	Weight (%)
Teaching/Learning Methods	Lectures	30%
	Seminars	-
	Laboratory	40%
	Case studies	20%
	Role play	-
	Problem-based learning	10%
	Assessment Activity	Weight (%)
Assessment Methods	Attendance and Class activity	20%
	Mid Term Exam	40%

	Final Exam	40%
Assessment Description	<p>Attendance and class activity - instrument which evaluates the dedication and engagement of students in the topics covered during lectures and exercises. During the lectures, students will be encouraged to demonstrate through their activities the skills acquired from the lectures using Microsoft 365 tools to solve various problems. This evaluation instrument will include all learning outcomes within the course.</p> <p>Mid-term and final exam – Students will be subject to two evaluations, the mid-term and final exam. The first assessment is done in week 7, while the second in week 15. Assessments are in a practical form using PCs in the laboratory to evaluate the students for the acquired knowledge. The tasks that will be given constitute instructions to demonstrate their skills, while they implement on their PCs or laptops the actions they need to perform. Mostly there will be 20-25 actions in the form of a test that have 100 points, while the students perform those actions in a document which is given to them in electronic form to work on.</p> <p>The time available to complete the actions is no longer than 45 minutes.</p>	
Course resources	Resources	Number
	Classroom (e.g)	1
	IT Lab (e.g)	1
	Moodle	1
	Windows 10, MS Office 2019	1
	LCD Projector	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Seminars	
	IT Lab	24
	Practice in industry	
	Self-learning	24
	Consultations	3
Literature/References	<p>Primary literature:</p> <ol style="list-style-type: none"> 1. Sistemet e Menaxhimit të Informacionit, Kozeta Sevrani dhe Bashkim Ruseti. ISBN: 99943-714-1-X. 2. Office 365 For Dummies 1st Edition, Ken Withee (Author), Jennifer Reed (Author), 3. Cybersecurity for Beginners Paperback – May 14, 2015, Raef Meeuwisse (Author) <p>Secondary literature:</p>	

	<ol style="list-style-type: none"> 4. Excel 2019 Bible 1st Edition, Michael Alexander (Author), Richard Kusleika John Walkenbach (Author) 5. Migrimi ne SharePoint, Besnik Skenderi (ne moodle) 6. Customized material prepared by lecturer, available at Moddle 7. Video Lecturers in Moode
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	INTRODUCTION TO FINANCIAL ACCOUNTING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	1	6	10IFA124
Aims and Objectives	<p>The purpose of this course is to develop knowledge and understanding of the underlying principles and concepts relating to financial accounting and technical proficiency in the use of double-entry accounting techniques including the preparation of basic financial statements.</p>			
Learning Outcomes	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Explain the purpose of accounting and its role; • To interpret the main accounting assumptions and concepts; • To register transactions and various business events according to the principles and standards of accounting; • To prepare the accounting cycle of the business up to the main financial statements on the topics addressed; • Evaluate financial statements and apply international accounting standards. • Expanding knowledge through practical examples during lectures, exercises, and seminar presentations; • Apply knowledge through accounting software. 			

Course Content	Course Plan	Week
	Understand the basics of accounting and its role	1
	Basic accounting assumptions and principles	2
	Financial Statements: Key goals and characteristics	3
	Equation and double entry accounting	4
	Current assets: Purchase and sale of inventory	5
	Current assets: Evaluation of inventory costs	6
	Test I	7
	Non-current assets: Tangible assets and depreciation	8
	Non-current assets: Intangible assets	9
	Accruals and prepayments	10
	Accounts receivable and short-term liabilities	11
	Completing the accounting cycle and preparing the basic financial statements	12
	Application of examples through accounting software	13
	Test II	14
Presentations of seminars	15	
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	50%
	Seminars	20%
	Case studies	10%
	Exercises	20%
Assessment Methods	Assessment Activity	Weight (%)
	Seminars	20%
	Activity	10%
	Tests	2x35%

Assessment Description	<p>Seminar Paper - Includes a research, which is carried out in a group of 2-3 students, and the total volume is from 2000 to 2500 words. Through this instrument we aim to achieve the learning outcomes 3, 4, and 5 according to this syllabus.</p> <p>Class Activity- Instrument for systematic assessment of students in lectures and exercises. This instrument will include all learning outcomes within the subject.</p> <p>Tests-Assessment instruments of students throughout the semester. Students who make positive progress through the first test and the second test will be exempted from the exam.</p>														
Course resources	<table border="1"> <thead> <tr> <th data-bbox="464 562 1295 617">Resources</th> <th data-bbox="1302 562 1448 617">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="464 625 1295 680">Lectures and exercises</td> <td data-bbox="1302 625 1448 680">1</td> </tr> <tr> <td data-bbox="464 688 1295 743">Internet resources</td> <td data-bbox="1302 688 1448 743">1</td> </tr> <tr> <td data-bbox="464 751 1295 806">Moodle</td> <td data-bbox="1302 751 1448 806">1</td> </tr> <tr> <td data-bbox="464 814 1295 869">Projector</td> <td data-bbox="1302 814 1448 869">1</td> </tr> <tr> <td data-bbox="464 877 1295 932">Software accounting</td> <td data-bbox="1302 877 1448 932">1</td> </tr> <tr> <td data-bbox="464 940 1295 995">Manual videos</td> <td data-bbox="1302 940 1448 995">1</td> </tr> </tbody> </table>	Resources	Number	Lectures and exercises	1	Internet resources	1	Moodle	1	Projector	1	Software accounting	1	Manual videos	1
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Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> ● Jane L. Reimers, Financial Accounting, Pearson ● Rrustem Asllanaj, Financial Accounting, Prishtina. ● Skender Ahmeti, Financial Accounting, Basic Concepts, Prishtina. ● Sotiraq M. Dharmo, Kontabiliteti Financiar, Tiranë. ● Financial Accounting, Larry M. Walter. (2013) <p>Secondary literature:</p>														

	<ul style="list-style-type: none"> ● Financial Accounting, Robert Libby, Patricia Libby, Frank Hodge. (2017) ● Manual videos downloaded from the Internet and posted in the Moodle platform.
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	MACROECONOMICS			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	1	6	10MAC126
Aims and Objectives	<p>This course aims to provide students with a profound comprehension of the fundamental principles and concepts governing macroeconomics. Students will be introduced to the functioning of economies at a broad level, with particular emphasis on the key economic indicators, including inflation, unemployment, and economic growth. They will also be familiarized with the model of aggregate demand and aggregate supply, the determinants of consumption and investment, and the complexities of business cycles.</p> <p>Through this course, students will acquire a foundational understanding of the short-run trade-off between inflation and unemployment, the pivotal role of the banking system in the process of money creation, and the importance of international trade. Additionally, the course seeks to equip students with the analytical tools necessary to understand and assess the role of macroeconomic policies, and their effectiveness in influencing overall economic conditions. Through theoretical frameworks, real-world examples, and practical applications, students will gain insights into the macroeconomic forces shaping national and global economies.</p>			

Learning Outcomes	<p>After successful completion of this course, the student should be able to:</p> <ul style="list-style-type: none"> • Demonstrate a profound comprehension of aggregate demand, aggregate supply and macroeconomic equilibrium. • Define and explain key macroeconomic concepts, including GDP, inflation, and unemployment. • Explain and apply the expenditure and tax multiplier concepts to real-world economic situations. • Analyze and interpret global economic dynamics and their impact on business. • Demonstrate a solid understanding of the role of the banking system in the process of money creation, and the tools used by the Central Bank to implement monetary policy. • Explain the objectives and tools of fiscal policy and their role in stabilizing the economy. • Explore the role of international trade and global economic events on a country's economy. 																																
Course Content	<table border="1"> <thead> <tr> <th data-bbox="427 783 1295 814">Course Plan</th> <th data-bbox="1295 783 1474 814">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 814 1295 846">Economics, Macroeconomics and GDP</td> <td data-bbox="1295 814 1474 846">1</td> </tr> <tr> <td data-bbox="427 846 1295 930">Aggregate Demand (AD), Aggregate Supply (AS) & Macroeconomic equilibrium</td> <td data-bbox="1295 846 1474 930">2</td> </tr> <tr> <td data-bbox="427 930 1295 961">Consumption and investment</td> <td data-bbox="1295 930 1474 961">3</td> </tr> <tr> <td data-bbox="427 961 1295 993">Expenditure and income</td> <td data-bbox="1295 961 1474 993">4</td> </tr> <tr> <td data-bbox="427 993 1295 1024">Business cycles and economic growth</td> <td data-bbox="1295 993 1474 1024">5</td> </tr> <tr> <td data-bbox="427 1024 1295 1056">Inflation</td> <td data-bbox="1295 1024 1474 1056">6</td> </tr> <tr> <td data-bbox="427 1056 1295 1087">Mid-term exam</td> <td data-bbox="1295 1056 1474 1087">7</td> </tr> <tr> <td data-bbox="427 1087 1295 1119">Unemployment</td> <td data-bbox="1295 1087 1474 1119">8</td> </tr> <tr> <td data-bbox="427 1119 1295 1150">Unemployment-inflation relationship</td> <td data-bbox="1295 1119 1474 1150">9</td> </tr> <tr> <td data-bbox="427 1150 1295 1182">Money and the banking system</td> <td data-bbox="1295 1150 1474 1182">10</td> </tr> <tr> <td data-bbox="427 1182 1295 1213">Central Bank and monetary policy</td> <td data-bbox="1295 1182 1474 1213">12</td> </tr> <tr> <td data-bbox="427 1213 1295 1245">Fiscal policy</td> <td data-bbox="1295 1213 1474 1245">12</td> </tr> <tr> <td data-bbox="427 1245 1295 1276">International economic relations</td> <td data-bbox="1295 1245 1474 1276">13</td> </tr> <tr> <td data-bbox="427 1276 1295 1308">Final exam</td> <td data-bbox="1295 1276 1474 1308">14</td> </tr> <tr> <td data-bbox="427 1308 1295 1339">Consultations</td> <td data-bbox="1295 1308 1474 1339">15</td> </tr> </tbody> </table>	Course Plan	Week	Economics, Macroeconomics and GDP	1	Aggregate Demand (AD), Aggregate Supply (AS) & Macroeconomic equilibrium	2	Consumption and investment	3	Expenditure and income	4	Business cycles and economic growth	5	Inflation	6	Mid-term exam	7	Unemployment	8	Unemployment-inflation relationship	9	Money and the banking system	10	Central Bank and monetary policy	12	Fiscal policy	12	International economic relations	13	Final exam	14	Consultations	15
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Assessment Description	<ul style="list-style-type: none"> • Class participation and engagement – it involves a variety of activities that aim to enhance students' comprehension of macroeconomics concepts. These include group discussions regarding macroeconomic indicators like GDP, inflation and unemployment, policy debates to encourage critical thinking, case studies illustrating theoretical principles in practical situations, discussions on current economic events, study visits and guest lecturers from the industry. • Assignments, quizzes, group work - assignments provide opportunities for in-depth exploration of specific topics, encouraging independent research and analytical skills. Quizzes assess understanding of key concepts, reinforcing regular engagement with course material. Group work fosters collaborative learning, allowing students to apply theoretical knowledge to practical scenarios and develop teamwork and communication skills. • Exams - exams are designed to evaluate students' overall understanding of the course material, including key concepts, theories, and their application. The mid-term exam typically covers the material studied in the initial part of the course (first six topics), while the final exam assesses the remaining topics. These exams provide a structured format for students to demonstrate their knowledge, critical thinking skills, and ability to synthesize information. They offer a comprehensive evaluation that contributes significantly to determining students' mastery of macroeconomic principles by the end of the course. 												
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Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> • N. Gregory Mankiw, Principles of Economics • Ahmet Maçellari, Sulo Hadëri, Dhorë Kule, and Stefan Qirici. Hyrje në Ekonomi. 3rd Edition. Shtepia botuese "Pegi". • N. Gregory Mankiw and Mark P. Taylor. Ekonomiksi, Makroekonomia. 2013. (Translated into Albanian) <p>Secondary literature:</p>												

	<ul style="list-style-type: none"> • Samuelson, P. and Nordhaus, W. Economics, 19th edition, 2009. McGraw Hill (Translated into Albanian). • N. Gregory Mankiw. Macroeconomics. 9th edition. 2016. Worth Publishers; • Blanchard, O. and D.R. Johnson. Macroeconomics. 6th Edition • Romer, D. Advanced Macroeconomics. 4th edition. 2012. McGraw-Hill. • Reports from the Central Bank of Kosovo, Kosovo Agency of Statistics, Ministry of Finance, the World Bank, International Monetary Fund, etc.
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	MATHEMATICS			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	1	6	10MTH121
Aims and Objectives	<p>The main aim of this course is to introduce some basic mathematics to the MBE students of first year, like: matrices and operations with them, determinants and their properties, linear systems of equations, linear function, quadratic function, linear programming, simplex method of linear programming and basics of financial mathematics.</p> <p>The main objective of the course is to enable the student to effectively apply mathematics to solving different real life problems.</p>			

Learning Outcomes	<p>At the conclusion of this subject students should have the skills to:</p> <ul style="list-style-type: none"> • Recognize and sketch graphs of basic functions, define the domain of functions • The student will be able to solve the equation of matrix, determinants and Cramer Method • Apply mathematical principles to solve business and economic problems. • Familiar with proportional, percentage, simple and compound interest calculations • Illustrate the solution of the problems of continuous capital • Demonstrate knowledge in calculating periodic deposits and rents • Solve and implement loan amortization plans with equal annuities and other ways of loan amortization 																																	
Course Content	<table border="1"> <thead> <tr> <th data-bbox="456 579 1260 646">Course Plan</th> <th data-bbox="1260 579 1471 646">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 646 1260 709">Introduction to the syllabus to the students</td> <td data-bbox="1260 646 1471 709">1</td> </tr> <tr> <td data-bbox="456 709 1260 814">Matrices (types, addition, subtraction and multiplication of a matrix by a number)</td> <td data-bbox="1260 709 1471 814">2</td> </tr> <tr> <td data-bbox="456 814 1260 877">Multiplication of two matrices and its properties</td> <td data-bbox="1260 814 1471 877">3</td> </tr> <tr> <td data-bbox="456 877 1260 940">Determinants and their properties. Inverse matrix</td> <td data-bbox="1260 877 1471 940">4</td> </tr> <tr> <td data-bbox="456 940 1260 1045">Systems of linear equations in two and three variables. Cramer's rule</td> <td data-bbox="1260 940 1471 1045">5</td> </tr> <tr> <td data-bbox="456 1045 1260 1108">Systems of linear equations in four variables. Gauss' method</td> <td data-bbox="1260 1045 1471 1108">6</td> </tr> <tr> <td data-bbox="456 1108 1260 1171">Mid Term Exam I</td> <td data-bbox="1260 1108 1471 1171">7</td> </tr> <tr> <td data-bbox="456 1171 1260 1234">Introduction to Linear Programming. Examples</td> <td data-bbox="1260 1171 1471 1234">8</td> </tr> <tr> <td data-bbox="456 1234 1260 1297">Graphical method of Linear Programming.</td> <td data-bbox="1260 1234 1471 1297">9</td> </tr> <tr> <td data-bbox="456 1297 1260 1360">The dual problem in Linear Programming</td> <td data-bbox="1260 1297 1471 1360">10</td> </tr> <tr> <td data-bbox="456 1360 1260 1423">Algorithm of the Simplex Method in Linear Programming</td> <td data-bbox="1260 1360 1471 1423">11</td> </tr> <tr> <td data-bbox="456 1423 1260 1528">Fundamentals of Financial Mathematics. Interest rates and deposits.</td> <td data-bbox="1260 1423 1471 1528">12</td> </tr> <tr> <td data-bbox="456 1528 1260 1591">Loans and the effective interest rate.</td> <td data-bbox="1260 1528 1471 1591">13</td> </tr> <tr> <td data-bbox="456 1591 1260 1654">Overall summary</td> <td data-bbox="1260 1591 1471 1654">14</td> </tr> <tr> <td data-bbox="456 1654 1260 1793">Mid-term exam 2</td> <td data-bbox="1260 1654 1471 1793">15</td> </tr> </tbody> </table>	Course Plan	Week	Introduction to the syllabus to the students	1	Matrices (types, addition, subtraction and multiplication of a matrix by a number)	2	Multiplication of two matrices and its properties	3	Determinants and their properties. Inverse matrix	4	Systems of linear equations in two and three variables. Cramer's rule	5	Systems of linear equations in four variables. Gauss' method	6	Mid Term Exam I	7	Introduction to Linear Programming. Examples	8	Graphical method of Linear Programming.	9	The dual problem in Linear Programming	10	Algorithm of the Simplex Method in Linear Programming	11	Fundamentals of Financial Mathematics. Interest rates and deposits.	12	Loans and the effective interest rate.	13	Overall summary	14	Mid-term exam 2	15	
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	1. Quiz	2x10%
	2. Mid-term Exams	2x40%
Assessment Description	<p>Quizzes - are short-term assessment instruments, which are used to assess students during their active participation in lectures and exercises.</p> <p>Midterm Exams - Through the midterm exams held during the semester, students will have the opportunity to be exempted from the final exam if they achieve positive results. The first midterm exam is applied during week 7, while the second midterm exam is applied during week 15. The midterm will contain 7 to 10 exercises, and their duration is no longer than 120 minutes.</p>	
Course resources	Resources	Number
	1. Classroom	1
	2. Laboratory	
	3. Moodle	1
	4. Arduino IDE, Simulator circuits.io	
	5. Beamer (Projector)	1
ECTS Workload	Activity	Total workload
	1. Lectures	24
	2. Seminars	24
	3. Exercises	24
	4. Self-Learning	73
	5. Exams/Consultations	5
Literature/References	Primary Literature	
	<ul style="list-style-type: none"> • F. Ernest Jerome, Business Mathematics, McGraw-Hill Ryerson Higher Education • Dr.sc. Rexhep Gjergji: <i>Matematika për studentët e Fakultetit të MBE</i>; draft book, Prishtinë. • Ernest F Haeussler, Richard S. Paul, Richard J. Wood: <i>Introductory Mathematical Analysis for Business, Economics, and the Life and Social Sciences</i>, Global Edition, Pearson, 14th edition, 2021 • Gary Clendenen, Stanley A. Salzman: <i>Business Mathematics</i>, Pearson, 13th edition, 2014 	
	Secondary Literature	
	<ul style="list-style-type: none"> • Harshbarger/Reynolds: <i>Mathematical Applications for the Management, Life and Social Sciences</i>, Cengage Learning, 11th edition, 2016 	

	<ul style="list-style-type: none"> Dancy, Margaret: <i>Introduction to Business Math</i>, Fanshawe College Pressbooks, London
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	ENGLISH			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	1	3	10ENG120
Aims and Objectives	<p>The aim of this course is to introduce students to English language used in the workplace or more specifically in business settings. This course provides students with necessary English language skills, such as: speaking, writing, listening, and reading. Particularly, it focuses on target vocabulary and themes related to entrepreneurship, marketing, sales, customers, and public speaking skills. The course begins with an overview of the course topics, which are themes that entail all language skill categories: speaking, writing, listening, and reading. Through interactive student-centered classes, presentations, role plays, debates and discussions, this course also equips students with necessary grammar knowledge and expands their vocabulary as an integral part of the practical sessions.</p>			
Learning Outcomes	<p>By the end of the course students should have acquired the following skill:</p> <ul style="list-style-type: none"> Discuss about topics related to entrepreneurship, marketing, sales, consumer behaviour, market trends and business growth expressing insightful opinions and justifying them. Use their analytical and language skills to negotiate important issues in the activities (speaking, writing, listening, reading) involved. Act out a role play related to sales and marketing. Present a persuasive or informative topic related to business, management, or economics and to evaluate their colleagues' presentations by providing constructive feedback. Write different types of sentence structures in formal academic writing. 			
Course Content	Course Plan			Week
	Introduction to the course (Syllabus) and getting to know each			1

	A new job - talking about communication skills in the workplace	2
	Organizations and roles - communication skills in the workplace	3
	Quality - learn terminology used to describe quality of goods	4
	Money - discuss terms used and grammar components (grammar)	5
	Time is money - the value of time	6
	The customer - effective marketing strategies (grammar)	7
	Role plays – managing various workplace scenarios	8
	Presentations – topics related to business, management, and	9
	Ted presentations - oral and written reflections	10
	Business online - working from home (grammar)	11
	Problem solving – using critical thinking and applying problem solving process.	12
		13
	Presentations – constructive peer and teacher feedback	14
	Final exam	15
	Consultations – showing all the percentage for every single assignment	
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	1. Lectures	50%
	2. Seminars	20%
	3. Laboratory	-
	4. Case studies	-
	5. Flipped classroom	10%
	6. Problem-based learning	10%
	7. Presentations	10%
	8. Work placement	-
Assessment Methods	Assessment Activity	Weight (%)
	1. Attendance (conduct) and participation	15%
	2. Role play	10%
	3. Presentation	15%
	4. Final exam	60%

<p>Assessment Evaluations</p>	<p>Class participation - Attendance and active participation during classes are very important and therefore student's performance (engagement) will be evaluated every single class. Students with 4 or more than 4 absences will not be allowed to take the exam during the first regular exam session.</p> <p>Role play - as an effective assessment tool will be used to measure students' clarity of speech, their subject knowledge, use of nonverbal communication, team spirit and their performances of the roles they have been assigned. A detailed grading rubric will be provided prior to performing.</p> <p>Presentation - an assessment tool used to evaluate students' public speaking and critical thinking skills through various topics. Through presentations we will be able to evaluate the effectiveness of students' speaking skills, their engagement with the audience, the quality of the visual aids used on their PowerPoint presentations and subject knowledge. A detailed grading rubric will be provided prior to performing.</p> <p>Final Exam - is the assessment tool which will be applied at the end of the semester. The exam aims to measure the level of achievement for the mastery of the main competencies and skills, expressed through all the learning outcomes of the course. The exam will cover all the topics covered throughout the semester. The exam contains open ended questions which require critical thinking skills, problem solving skills, thorough subject knowledge of the covered units; also, grammar and target vocabulary exercises. The duration of the exam will be maximum 60 minutes.</p>														
<p>Course resources</p>	<table border="1"> <thead> <tr> <th data-bbox="448 1003 1333 1035">Resources</th> <th data-bbox="1341 1003 1481 1035">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="448 1041 1333 1073">Classroom</td> <td data-bbox="1341 1041 1481 1073">1</td> </tr> <tr> <td data-bbox="448 1079 1333 1110">Course book and workbook</td> <td data-bbox="1341 1079 1481 1110">1</td> </tr> <tr> <td data-bbox="448 1117 1333 1148">Online resources</td> <td data-bbox="1341 1117 1481 1148"></td> </tr> <tr> <td data-bbox="448 1155 1333 1186">Moodle</td> <td data-bbox="1341 1155 1481 1186"></td> </tr> <tr> <td data-bbox="448 1192 1333 1224">TED videos</td> <td data-bbox="1341 1192 1481 1224"></td> </tr> <tr> <td data-bbox="448 1230 1333 1262">Projector</td> <td data-bbox="1341 1230 1481 1262">1</td> </tr> </tbody> </table>	Resources	Number	Classroom	1	Course book and workbook	1	Online resources		Moodle		TED videos		Projector	1
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	<p>Secondary literature:</p> <ul style="list-style-type: none"> • Gjuha angleze për të gjithë, David Hicks. British Broadcasting Corporation, London (Albanian translation - 2010) • Michael Swan. Practical English Usage. 4th ed. (2016). • John Taylor & Jeff Zeter. Career Path, Business English (2011). • Instructor provided relevant teaching material in English and web links. • Lecture notes, manuals, videos and handbooks
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	MANAGEMENT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	1	6	10MNG127
Aims and Objectives	<p>This course covers the fundamental concepts of management and provides the necessary information to understand the key issues by providing a practical focus, incorporating the latest research studies in the field, all provided within a format that can be elaborated within this course. The objective is to encourage and motivate students to understand management issues much more easily.</p> <p>The goal through this subject is to offer students the treatment of all aspects of management and answers to the contemporary challenges that management faces. The purpose of the course is for students to achieve basic knowledge and skills on management, its importance and role in the successful operation of the enterprise.</p>			
Learning Outcomes	<p>At the end of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Understand the organization's environment and the importance of management in achieving the organization's goals. 			

	<ul style="list-style-type: none"> • Summarize and describe the principles of individual and group behavior in the organization and the importance of teamwork. • Explain the role of contemporary developments and the influence of factors from the external environment: technological, political, economic and social in the management function. • Describe the basic designs of the organization and the organizational structure of the organization. • Apply skills in decision-making and human resource management. • Understand strategic and operational management to improve business processes. • Apply dexterity and skills in communication, interpersonal relations and negotiation skills. 		
Course Content	<table border="0" style="width: 100%;"> <tr> <td style="width: 80%;">Course Plan</td> <td style="text-align: right;">Week</td> </tr> </table>	Course Plan	Week
	Course Plan	Week	
	Managers, managerial levels and management	1	
	Management in the contemporary world	2	
	Principles of the planning function	3	
	Principles of the decision making Function	4	
	Basic designs of the organization	5	
	Personnel and human resources management	6	
	Midterm Exam 1	7	
	Change management, stress and innovation	8	
	Principles of individual and group behavior	9	
	Understanding work teams	10	
	Employee motivation and reward	11	
	Leadership and trust	12	
Communication and interpersonal skills	13		
Presentation of Projects	14		
Midterm Exam 2	15		
Teaching/Learning Methods	<table border="0" style="width: 100%;"> <tr> <td style="width: 80%;">Teaching/Learning Activity</td> <td style="text-align: right;">Weight (%)</td> </tr> </table>	Teaching/Learning Activity	Weight (%)
	Teaching/Learning Activity	Weight (%)	
	1. Lectures	50%	
	2. Seminars	20%	
	3. Case studies	30%	
4. Guest lectures	-		

	5. Independent study	-
Assessment Methods	Assessment Activity	Weight (%)
	1. Activity	10%
	2. Seminars Works(papers)	30%
	3. Midterm Exam 1	30%
	4. Midterm Exam 2	30%
Assessment Description	Class Activity - an instrument that evaluates the commitment and engagement of students in the topics covered during lectures and exercises. This evaluation instrument will include all learning outcomes within the course.	
	Seminar paper - is developed in working groups, and includes 2000 to 2500 words. The evaluation of the seminar paper is based on its structure, content, and finally the part of the presentation.	
	Midterm Exams - They include a mid-term evaluation instrument during the semester, where the application of the first colloquium takes place in the 7th week, while the second in the 15th week. These tests include 15 to 20 questions, where the nature of the questions is diverse, including questions in the form of essays, optional questions, open questions, etc. The time of the colloquium is 45 minutes but not more than 60 minutes.	
Course resources	Resources	Number
	1. Classroom	1
	2. Laboratory	-
	3. Moodle	1
	4. Softuer MATLAB/SPSS/SIMULINK	-
	5. Projector	1
	6. Table and marker	1
ECTS Workload	Activity	Total workload
	1. Lectures	30
	2. Seminars	30
	3. Presentation of seminar works	2
	4. Independent teaching	84
	5. Exams/Tests	4

Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> - Richard L. Daft, Principles of Management, South-Western College Pub - Prof.dr. Shyqyri Llaci, Menaxhimi, Programi ekonomik Tiranë, 2016 - Stephen P. Robens, David DeCenzo. Management Principles, UET Pres, Tiranë 2012 <p>Secondary literature:</p> <ul style="list-style-type: none"> - Pettinger, R., Introduction to Management, Macmillan, 2014 - Judith W.Umlas, Grateful Leadership, Mc Graw Hill, 2013
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	PUBLIC SPEAKING AND BUSINESS COMMUNICATION IN ENGLISH			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	2	3	10PSBCE155
Aims and Objectives	<p>The main objective of this course is to enable students to Use state-of-the-art presentation techniques to capture the audience's attention. Students will learn how participants retain information to ease learning and design exciting and eye-catching visual materials. Necessary presentation and communication skills for effective management will be elaborated thoroughly. Additionally, the aim of this course is to introduce students to English language used in the workplace. This course provides students with basic knowledge of speaking, writing, reading and vocabulary needed for English usage in the workplace. Through role plays they gain considerable experience in discussing business matters in the workplace.</p>			
Learning Outcomes	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Understand and demonstrate a comprehensive understanding of advanced concepts and principles in business management, economics, and finance and apply critical thinking to effectively communicate these concepts in oral presentations. 			

	<ul style="list-style-type: none"> • Develop and deliver compelling speeches that ensure efficient and effective communication of business processes. • Perform continuous learning and research skills in public speaking, incorporating advanced statistical methods, research methodologies, and academic writing skills into presentations. • Communicate and manage human capital effectively through public speaking • Explain effectively advanced accounting, auditing, and taxation practices through public speaking. Clearly articulate the implications of these practices in a globalized economy and ensure compliance with international accounting standards in oral presentations. 																																
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	Presentations	60%
	Mid-term Exams	2x20%
Assessment Description	<p>Presentations - Assessment instrument which includes 60% of the final assessment. It is based on the assessment of students' skills and knowledge in public speaking and business communication.</p> <p>Midterm exams - Tests that are applied during the semester. Where students have the opportunity to accumulate 40% of the overall evaluation of the course. Includes open and closed questions.</p>	
Course resources	Resources	Number
	Classroom	1
	Online resources	3
	Moodle	1
	Ted presentations	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Homework	12
	Self-Learning	35
	Presentations	4
Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> • Arti i Te Folurit Publik, Stephen Lucas • English for Presentations at International Conferences (English for Academic Research) 2nd ed. 2016 Edition. • English for socializing - Sylee Gore & David Gordon Smith. (2007) Oxford University Press - Express Series <p>Secondary literature:</p> <ul style="list-style-type: none"> • Rachel Appleby, Business Vision; a. Workbook b. Student's Book. Oxford University Press. • Grusendorf, M. 2007. English for Presentations. Oxford University Press. • Ashley (2003). Oxford Handbook of Commercial Correspondence. Oxford University Press, ISBN-13: 978 0 19 457 2132 . • Sandra Lamb (1998). How to Write It. A Complete Guide to Everything You'll Ever Write. Ten Speed Press, ISBN 1- 58008-001-4 • www.ted.com 	

Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>
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Subject	MANAGERIAL AND COST ACCOUNTING			
	Type	Semester	ECTC	Code
	OBLIGATORY (O)	2	6	10MCA151
Aims and Objectives	<p>This course is designed to bring to students' theoretical knowledge and practical analyses from a managerial cost accounting perspective. The subject is intended to bring a solid understanding of different accounting information and its role in business decision-making. The subject aims to bring a compact understanding of different costs in business and its management. Decision-making is an important linkage to all above-mentioned.</p>			
Learning Outcomes	<p>After successful completion of this subject/course, the student should be able to:</p> <ul style="list-style-type: none"> • Understand the difference between financial accounting and managerial accounting • Describe and understand the breakeven point • Understand cost flow according to the Activity Based Costing (ABC) system. • Understand the calculation of variable and absorption costing • Describe and understand internal and external pricing methods • Apply the decision-making process based on accounting information 			
Course Content	Course Plan		Week	
	Orientation lecture & notion of managerial cost accounting		1	

	Differences between financial and managerial accounting	2
	Ethics code and its impact in the business environment	3
	Notion, concept, and distribution of different costs	4
	Types and behavior of costs	5
	Analysis of breakeven point	6
	Mid-term exam 1	7
	Cost calculation systems in production	8
	Variable and absorption costing	9
	Standard calculation and deviations	10
	Activity Based Costing (ABC)	11
	Methods and decisions on pricing	12
	Business decision-making process	13
	Overall summary	14
	Mid-term exam 2	15
	Teaching/Learning Methods	Teaching/Learning Activity
- Lectures		50%
- Exercises in the class		30%
- Self-exercises (class and homework)		10%
- Case study		10%
Assessment Methods	Assessment Activity	Weight (%)
	- Activity	10%
	- Test 1	40%
	- Test 2	50%
Assessment Description	Class Activities - through this instrument, students are supervised during the time they perform activities in lectures and exercises, and this evaluation instrument is in harmony with all the learning outcomes of the course.	
	Tests – Assessment instruments throughout the semester. Where the first test is applied in the 7th week, while the second test is applied in the 15th week. They contain 15 to 20 questions, which can be closed or open.	
	Resources	Number

Course resources	<ul style="list-style-type: none"> - Class 1 - Tables 2 - Moodle 1 - Financial Report (hard copy) from different companies 1 - Projector 1 													
Workload and Activities	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Activity</th> <th style="text-align: right;">Total workload</th> </tr> </thead> <tbody> <tr> <td>- Lectures</td> <td style="text-align: right;">24</td> </tr> <tr> <td>- Exercises</td> <td style="text-align: right;">24</td> </tr> <tr> <td>- Class/Homework task</td> <td style="text-align: right;">24</td> </tr> <tr> <td>- Independent Self-learning</td> <td style="text-align: right;">76</td> </tr> <tr> <td>- Exams</td> <td style="text-align: right;">2</td> </tr> </tbody> </table>	Activity	Total workload	- Lectures	24	- Exercises	24	- Class/Homework task	24	- Independent Self-learning	76	- Exams	2	
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Literature/References	<p><u>Primary Literature:</u></p> <ul style="list-style-type: none"> • Managerial accounting, Ray H. Garrison, Eric W. Noreen, Peter C. Brewer. • KONTABILITETI I MENAXHMENTIT: Author: Dr. Skender Ahmeti, 2019 • KONTABILITETI I KOSTO – DREJTIMIT: Author: Diana Lamani • MANAGERIAL ACCOUNTING: Authors: Garrison / Noreen / Brewer <p><u>Secondary Literature</u></p> <ul style="list-style-type: none"> • Edward J. VanDerbeck, Cecili A.Raiborn, Michael R.Kinney, Mirela Ujkani-Kontabiliteti i Kostos, Botim Nderkombetar (I Perkhthyer ne gjuhen shqipe) • Case Studies • Financial Reports from different companies 													
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical</p>													

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Subject	MARKETING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	2	6	10MAR156
Aims and Objectives	<p>The aim of this course is to provide students with knowledge of the basic concepts of marketing as well as the marketing functions of modern organizations. The main focus is on the presentation of concepts and issues related to the marketing of products and services to consumers. Specifically, students will learn about the marketing environment by analyzing the market and successful marketing strategies in this environment.</p> <p>Also, students will be introduced to the nature of marketing planning and will be introduced to the importance of marketing planning for various enterprises. Through various case studies they will also be introduced to the different factors that influence consumer behavior, as well as they will gain knowledge on marketing mix i.e. product, price, distribution and promotion and their importance to business success.</p>			
Learning Outcomes	<p>After successful completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> • To understand the basic concepts of marketing. • To understand the factors that influence consumer behavior • To understand the elements of marketing mix such as product, price, distribution and promotion and their importance in business. • To interpret the factors of the marketing environment and their impact on business. • To explain market segments and market research methods. • To apply the steps in the marketing planning process. • To use global marketing and the globalization of businesses. 			
Course Content	Course Plan	Week		
	Introduction to Syllabus and the course	1		
	Basic concepts and basic characteristics of marketing	2		
	Marketing environment and environmental factors	3		
	Marketing planning	4		
	Consumer behavior	5		
	Marketing research	6		
	Mid-term test 1	7		
	Market- Segmentation, Targeting, Positioning	8		
	Marketing Mix and marketing mix variables, Product	9		
	Price and pricing strategies	10		
	Distribution - distribution channels.	11		
	Promotion and promotion policies.	12		
	Marketing and globalization	13		
Project presentations	14			

	Mid-term test 2	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	50%
	Seminars	20%
	Practical exercises	
	Case studies	20%
	Flipped classroom	10%
	Problem-based learning	-
Assessment Methods	Assessment Activity	Weight (%)
	Activity	10%
	Group assignment/Seminar	30%
	Mid-term exam 1	30%
	Mid-term exam 2	30%
Assessment Description	<p>Class Activity- involves actively engaging the students in discussions on the topics that originate from the lectures. This evaluation instrument is designed in such a way that it includes all the learning outcomes.</p>	
	<p>Group Project/Seminar - The project will be developed in working groups, no more than three people. The volume of the project will be between 2000 and 2500 words. Project evaluation includes three main pillars: structure, content, and presentation. Through this evaluation instrument we aim to achieve the learning outcomes 2, 3, 4, and 5.</p>	
	<p>Midterm Exams - The tests are applied in a mid-term assessment period. More specifically, during week 7 the first test is organized, then in the 15th week the second test is also organized. These tests include 15 to 20 questions, where the nature</p>	
Course resources	Resources	Number
	Classroom (e.g)	1
	Laboratory (e.g)	-
	Moodle	1
	Software MATLAB/SPSS/SIMULINK	-
	Projector	1
ECTS Workload	Activity	Total workload
	Lectures	30
	Seminars	30
	Laboratory	-
	Practical work in the industry	-
	Self-study	88
	Exams	2
Literature/References	<p>Primary Literature:</p> <ul style="list-style-type: none"> • Marketingu (2015). Nehat Ramadani. UBT Prishtinë • Principles of Marketing (2020). Philip T. Kotler & Gary Armstrong. Pearson 18th Global Edition. • Bazat e Marketingu (2014). Vjollca Panajoti, Arjan Abazi 	
	<p>Secondary Literature:</p>	

	<ul style="list-style-type: none"> • Parimet e marketingut (2013). Kotler, P & Armstrong, G. Botimi I 13-të. UETPRESS. • Foundations of marketing (2018). William M.Pride, and O.C. Ferrell. (8th Ed.). Cengage learning
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	<p>MICROECONOMICS</p> <table border="1"> <thead> <tr> <th data-bbox="456 1073 943 1142">Type</th> <th data-bbox="943 1073 1105 1142">Semester</th> <th data-bbox="1105 1073 1268 1142">ECTS</th> <th data-bbox="1268 1073 1468 1142">Code</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1142 943 1209">OBLIGATORY (O)</td> <td data-bbox="943 1142 1105 1209">2</td> <td data-bbox="1105 1142 1268 1209">6</td> <td data-bbox="1268 1142 1468 1209">10MIC158</td> </tr> </tbody> </table>	Type	Semester	ECTS	Code	OBLIGATORY (O)	2	6	10MIC158
Type	Semester	ECTS	Code						
OBLIGATORY (O)	2	6	10MIC158						
Aims and Objectives	<p>This course offers a comprehensive introduction to the key concepts of microeconomics. It also enables students to gain knowledge on typical economic analysis which can be used to support student's further studies in the field of Economics and on future career endeavors. The initial topics provide details on demand and supply concepts, and then the market mechanisms and the determinants of market equilibrium are discussed. After this introductory concept, the consumer theory will be discussed where the consumer decision-making process is analyzed. Another focus of this course is on the theory of firm and the producer theory in relation to the market structure. A detailed discussion will also be offered on competition theory and its relation to prices. The last topics of this course aim in elaborating some of the more advanced concepts, such as: Capital markets; equity and efficiency; redistribution theory etc.</p>								

<p>Learning Outcomes</p>	<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Know and understand key economic principles • Analyse and demonstrate changes on demand and supply and the impact on prices and quantity • Understand and apply consumer theory principles on decision-making process • Analyse different market structure (monopoly; oligopoly; etc) • Apply quantitative methods in finding firm cost-minimizing situation • Analyse firm theory under the condition of perfect competition • Analyse changes on the economic policies and the impact on overall welfare 																																
<p>Course Content</p>	<table border="1"> <thead> <tr> <th>Course Plan</th> <th>Week</th> </tr> </thead> <tbody> <tr> <td>Introduction to Microeconomics</td> <td>1</td> </tr> <tr> <td>Applying demand, supply and equilibrium</td> <td>2</td> </tr> <tr> <td>Elasticity</td> <td>3</td> </tr> <tr> <td>Consumer theory</td> <td>4</td> </tr> <tr> <td>Producer theory</td> <td>5</td> </tr> <tr> <td>Firms and production</td> <td>6</td> </tr> <tr> <td>Mid-term exam 1</td> <td>7</td> </tr> <tr> <td>Costs</td> <td>8</td> </tr> <tr> <td>Perfect Competition</td> <td>9</td> </tr> <tr> <td>Imperfect competition – Monopoly</td> <td>10</td> </tr> <tr> <td>Economics of welfare</td> <td>11</td> </tr> <tr> <td>Imperfect competition – Oligopoly and monopolistic competition</td> <td>12</td> </tr> <tr> <td>Income distribution</td> <td>13</td> </tr> <tr> <td>Project presentations</td> <td>14</td> </tr> <tr> <td>Mid-term exam 2</td> <td>15</td> </tr> </tbody> </table>	Course Plan	Week	Introduction to Microeconomics	1	Applying demand, supply and equilibrium	2	Elasticity	3	Consumer theory	4	Producer theory	5	Firms and production	6	Mid-term exam 1	7	Costs	8	Perfect Competition	9	Imperfect competition – Monopoly	10	Economics of welfare	11	Imperfect competition – Oligopoly and monopolistic competition	12	Income distribution	13	Project presentations	14	Mid-term exam 2	15
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Assessment Methods	Assessment Activity	Weight (%)
	In-class activities	15%
	Group project	15%
	Midterm Exams (2 tests)	2x35%
	<p>Class Activity - through this activity, students will be assessed during discussions and study problems raised in lectures and exercises throughout the semester. This instrument will include all learning outcomes within the subject.</p> <p>Group Project - through these projects students will harmonize the theoretical part with the practical part. The volume of the project will be between 2500 and 3000 words. Project evaluation includes three main pillars: structure, content, and presentation.</p> <p>Midterm Exams - includes a mid-term assessment instrument. And it is applied through the first test which takes place in the seventh week, as well as the second test in the last week. These tests contain various questions which include the practical part and the theoretical part. The midterm exam duration is from 60 to 90 minutes.</p>	
Course resources	Resources	Number
	Classroom	1
	Seminar class	1
	Moodle	1
	Projector	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Seminars	24
	Exercises	24
	Industry guest lecture	1
	Independent study	72
	Exams	5
Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> • Microeconomics, James D. Gwartney; Richard L. Stroup; et.al. • Maçellari, Haderi, Kule, Qirici. Hytje në ekonomi, Pegi, Tiranë 	

	<ul style="list-style-type: none"> • Perloff, J. Microeconomics. 8th edition (2017) or 9th edition (2022) Global edition Pearson • Perloff, Jeffrey (2017) or (2022). <i>Microeconomics</i>. 8th or 9th ed. Pearson Addison Wesley <p>Secondary literature:</p> <ul style="list-style-type: none"> • Varian, H. R., Mikroekonomia – Trajtim Modern - Hal R. Varian – 8-th edition • Samuelson., P. A. and Nordhaus, W. D., 2009 ECONOMICS 19th edition • Wheelan, C., 2010. Naked Economics: Undressing the Dismal Science, Norton & Company.
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	STATISTICAL METHODS FOR BUSINESS I			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	2	6	10SMBI153
Aims and Objectives	<p>The aim of this course is to provide students with knowledge of how statistics can be used in real life. In this course, students will have the opportunity to become familiar with the methods of data collection, analysis and interpretation. Students will learn what are the different types of data and understand what are the statistical indicators that can be used in the analysis of different data as well as learn how to interpret the obtained results. The course will cover data types, data collection methods, descriptive statistics indicators, probability, data distribution, hypothesis testing, and linear programming. The main objective of this course is for students to understand how, through the collection, analysis and interpretation of data, answers can be given to different problems in real life.</p>			
Learning Outcomes	Upon successful completion of the course, students will be able to:			

	<ul style="list-style-type: none"> • To recognize the types of data and the way they are collected and presented • To calculate the main indicators of descriptive statistics • To recognize the elements of combinatorics • To calculate the probability of different events • To calculate normal distributions and confidence intervals • To interpret the hypotheses testing with one and two samples • Calculate linear programming for finding the optimal solution 	
Course Content	Course Plan	Week
	Introduction to Statistical Methods for Business	1
	Data collection	2
	Data presentation	3
	Descriptive statistics I (mode, median, mean)	4
	Descriptive statistics II (series, interquartile, variance, standard deviation)	5
	Probability I	6
	Probability II	7
	Midterm test 1	8
	Normal distributions	9
	Confidence intervals	10
	Testing statistical hypotheses, I	11
	Testing statistical hypotheses, II	12
	Linear programming	13
	Overall summary	14
Midterm test 2	15	
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	50%
	Seminars	-
	Exercises	50%
	Case studies	-
	Problem-based learning	-
	Study visits	-
	Work placement	-
Assessment Methods	Assessment Activity	Weight (%)
	Activity	10%
	Midterm test 1	45%
	Midterm test 2	45%
Assessment Description	<p>Class Activity- Through this instrument, the students' engagement in discussions and research problems which are directly related to the treated topics is evaluated, this instrument tries to include all the learning outcomes.</p>	
	<p>Midterm Exams - They are instruments of assessment and identification of students' knowledge. They are applied in the middle of the semester and at the end of the semester. They contain certain tasks and calculations, and midterm exam duration is from 60 to 90 minutes.</p>	
Course resources	Resources	Number
	Projector (e.g)	1
	Laborator (e.g)- Moodle	1

	Software SPSS/Stata/Excel	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Exercises	24
	Practical work in industry	-
	Independent work	98
	Exams	4
Literature/References	Primary Literature	
	<ul style="list-style-type: none"> Essentials of statistics, Mario F. Triola Mentor GECI: <i>Metodat Statistikore, ligjërata të autorizuar</i>, UBT (2016). Lind, D. A., Marchal, W. G., & Wathen, S. A. (2019). <i>Basic statistics for business and economics</i>. McGraw-Hill. Ubøe, J. (2017). <i>Introductory Statistics for Business and Economics</i>. Springer International Publishing 	
	Secondary Literature	
	<ul style="list-style-type: none"> Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). <i>Statistics for business & economics</i>. Cengage Learning. Ajet Ahmeti (2016): <i>Statistikë për Biznes dhe Ekonomiks</i>, Universiteti i Prishtinës Fakulteti Ekonomik, Artini, Prishtinë Additional referenced during lectures 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	ACADEMIC WRITING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	2	3	10AW152

Aims and Objectives	<p>Academic writing is a fundamental skill integral to the educational journey of new students across various disciplines. Throughout their academic pursuits, students engage in diverse assignments—including essays, research papers, analyses, and seminars—that necessitate a proficient command of academic language and writing skills. This proficiency is not limited to academic settings; it extends into the professional realm, where academic writing underpins effective communication, research, and report preparation. Additionally, for those aspiring to postgraduate studies, academic writing is an indispensable skill, making its mastery a crucial aspect of the undergraduate experience. Students will also gain knowledge about the types of citations, plagiarism, and the characteristics of good academic writing.</p>																																
Learning Outcomes	<p>Upon successful completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> – Understand and apply the essential components, structure, style, and tone required for effective academic and professional writing and presentations. – Master the skills necessary for crafting concise, coherent, and well-organized essays, focusing on clarity and precision in language. – Acquire comprehensive knowledge and skills in APA style referencing and citation, emphasizing the importance of academic integrity. – Develop skills in paraphrasing academic and professional texts accurately while maintaining originality, demonstrating understanding and avoiding plagiarism. – Apply critical thinking skills in analyzing facts and arguments, and in presenting well-reasoned conclusions and opinions in written form. 																																
Content	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Course Plan</th> <th style="text-align: right;">Weeks</th> </tr> </thead> <tbody> <tr><td>Introduction to academic writing: the writing process</td><td style="text-align: right;">1</td></tr> <tr><td>Reading and critical thinking</td><td style="text-align: right;">2</td></tr> <tr><td>Writing and explaining definitions and concepts</td><td style="text-align: right;">3</td></tr> <tr><td>Paragraphs and paraphrasing</td><td style="text-align: right;">4</td></tr> <tr><td>Referencing and Plagiarism</td><td style="text-align: right;">5</td></tr> <tr><td>Colloquia: Plagiarism test and Writing using appropriate referencing style</td><td style="text-align: right;">6</td></tr> <tr><td>Five paragraph essays</td><td style="text-align: right;">7</td></tr> <tr><td>Descriptive Essay</td><td style="text-align: right;">8</td></tr> <tr><td>Comparative Essay</td><td style="text-align: right;">9</td></tr> <tr><td>Argumentative Essay</td><td style="text-align: right;">10</td></tr> <tr><td>Assignment: Final Essay</td><td style="text-align: right;">11</td></tr> <tr><td>Asking the questions</td><td style="text-align: right;">12</td></tr> <tr><td>Reading articles, taking notes and drafting main and supportive sentences</td><td style="text-align: right;">13</td></tr> <tr><td>How to prepare a presentation</td><td style="text-align: right;">14</td></tr> <tr><td>Assignment 2: Presentation</td><td style="text-align: right;">15</td></tr> </tbody> </table>	Course Plan	Weeks	Introduction to academic writing: the writing process	1	Reading and critical thinking	2	Writing and explaining definitions and concepts	3	Paragraphs and paraphrasing	4	Referencing and Plagiarism	5	Colloquia: Plagiarism test and Writing using appropriate referencing style	6	Five paragraph essays	7	Descriptive Essay	8	Comparative Essay	9	Argumentative Essay	10	Assignment: Final Essay	11	Asking the questions	12	Reading articles, taking notes and drafting main and supportive sentences	13	How to prepare a presentation	14	Assignment 2: Presentation	15
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	Assignment 1: Essay	50%
	Assignment 2: Presentation	30%
Assessment Description	<p>1. Colloquia - Plagiarism and Text Analysis Test (Week 6)</p> <p>Part A: Multiple-choice quiz focused on understanding plagiarism, its forms, and consequences.</p> <p>Part B: Critical analysis of text excerpts, including student-produced samples. Students will assess whether these texts constitute plagiarism and justify their reasoning, demonstrating an understanding of originality in academic writing.</p> <p>Part C: Paraphrasing Activity-Students are presented with a passage from an academic or professional text. They are required to paraphrase the passage, maintaining the original meaning while using their own words and sentence structures.</p> <p>2. Written Assignment - Targeted Essay on a Business Topic:</p> <p>Students select a specific aspect of a broader topic to explore in-depth. The essay must be structured into five paragraphs, showcasing clarity, argument development, and effective use of evidence. Emphasis on APA style for any sources cited, reflecting academic rigor and integrity.</p> <p>3. Presentation - Video Project on a Business-Related Issue:</p> <p>Develop a well-structured video presentation on a relevant business topic. Evaluate and present diverse perspectives, incorporating critical analysis and factual backing. Focus on clear, professional communication skills, both verbal and non-verbal.</p>	
Resources	<p>Tools</p> <p>1. Classroom</p> <p>2. Projector</p> <p>3. Moodle</p> <p>4. Books and library access</p> <p>5. Computers</p>	<p>Number</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>
Load and Activity	<p>Activity type</p> <p>1. Lectures</p> <p>2. Writing exercises</p> <p>3. Individual work-research</p> <p>4. test, assignment, and presentation</p>	<p>Total workload</p> <p>24</p> <p>12</p> <p>32</p> <p>7</p>
Literature	<p>Primary literature:</p> <ul style="list-style-type: none"> • Zejnullahu, S. (2014). Shkrimi dhe komunikimi. Prishtinë: UBT • Barnet, S., Ballanca, P., & Stubbs, M. (2000). Shkrimi akademik. ISP & Dita. • Bailey, S. (2014). <i>Academic writing: A handbook for international students</i>. Routledge. <p>Secondary literature:</p> <ul style="list-style-type: none"> • Musaj, B.(2004). Si të shkruajmë ese. Tiranë: • Uka, F. (2015). Academic Writing for Social Sciences and Health. Pristina 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p>	

	<p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>
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Subject	FINANCIAL MANAGEMENT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	3	6	10FM201
Aims and Objectives	<p>This course is designed to provide students with a solid understanding of the fundamental concepts of financial management. It aims to introduce students to financial statement analysis, time value of money, capital budgeting techniques, and their application in the evaluation of investment projects. This course also covers alternative sources of business finance, capital structure and its cost. Students will be familiarize with different types of financial instruments, and their characteristics, the role of the financial manager in risk management, and the overall management of finances in different business structures.</p>			
Learning Outcomes	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Understand financial statements; calculate and interpret financial ratios • Understand the 'Time Value of the Money' and its importance in financial decision making • Discuss and apply capital budgeting techniques (NPV, IRR, MIRR, Annauity, Payback period) • Comprehend and calculate the cost of capital (WACC and CAPM) • Use capital budgeting project evaluation methods, such as NPV, IRR to choose between different investment project alternatives • Identify, compare and assess alternative sources of financing • Explain and apply risk management techniques in financial decisions 			
Course Content	Course Plan – Lectures			Week
	Introduction to financial management			1
	Financial statements			2
	Financial ratios			3

	Time value of money	4
	Capital budgeting – NPV & IRR	5
	Capital budgeting 2 – MIRR, PI & Payback period	6
	Midterm exam	7
	Structure and cost of capital (CAPM and WACC)	8
	Sources of finance - stocks	9
	Sources of finance - bonds	10
	Loans & leases	11
	Effective interest rate	12
	Risk management	13
	Paper presentations	14
	Final exam	15
	Teaching/Learning Activity	Weight (%)
Teaching/Learning Methods	Lectures	40%
	Seminars	40%
	Case Studies	10%
	Problem-based learning	10%
	Assessment Activity	Weight (%)
Assessment Methods	Activity	10 %
	Seminar paper/project	10 %
	Midterm exam	40%
	Final exam	40%
Assessment Description	Class Activity - evaluates students' engagement in exercises and lectures. It aims to include all learning outcomes.	
	Seminar paper - through the paper students will collect data and analyze problems in certain fields of research. The seminar paper is developed in working groups, and includes 2000 to 2500 words. Addresses learning outcomes 1 and 2.	
	Midterm Exam - applied through the tests throughout the semester, and includes 40% of the assessment. The exam time duration is 60 to 90 minutes.	

	The Final Exam - aims to measure the level of achievement for the mastery of the main competencies and skills, expressed through all the learning outcomes of the course.
Course resources	Resources Number
	Class 1
	Moodle 1
	Projector 1
	Tech-based tools
ECTS Workload	Activity Total workload
	Lectures 24
	Seminars 24
	Independent study 94
	Practical work in the industry 4
	Exams 4
Literature/References	Primary literature:
	<ul style="list-style-type: none"> • Financial Management: Theory and Practice, Eugene F. Brigham, Michael C. Ehrhardt • Halit Xhafa. Drejtimi financiar. Albpaper. (2014). • Herbert Mayo. Basic finance: an introduction to financial institutions. Cengage Learning (Translated into Albanian). (2012). Secondary literature: <ul style="list-style-type: none"> • Aswath Damodaran. Applied Corporate Finance. 4th edition. Wiley. (2014). • William R. Lasher. Practical Financial Management. Cengage Learning. 8th edition. (2016). • Raymond M. Brooks, Financial Management: Core Concepts. 4th Edition. Pearson. (2018).
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic</p>

conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.

Subject	INTERNATIONAL TRADE			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	3	3	10ITR206
Aims and Objectives	<p>This course provides knowledge on international trade in general. We are witnesses to our everyday life that brings trade impacts, so we can say that it has become part of everyday life and as such our students have the opportunity to be informed about the trends that bring opportunities as economic and social activities. This subject enables student to gain knowledge about trade as a process, about methods of trade and the theories, about export and import. At the same time, they will have more knowledge about international economic organizations (for each separately), on globalization trends, customs and types of customs, international rules in transport. Students at the end will be equipped with sufficient knowledge for the application of international trade knowledge in everyday life.</p>			
Learning Outcomes	<p>After completing this module, students should be able to:</p> <ul style="list-style-type: none"> ● Understand the complexity of international trade operations, ● Explain the selection of the market levels, ● Understand the importance of specialization of countries ● Understand the role of customs and their types, ● Applies the calculations for export and import in foreign trade contracts 			
Course Content	Course Plan			Week
	International Trade and its meaning			1
	The theory of International Trades			2
	The main components of foreign trades (exports and imports)			3
	Foreign trade instruments			4
	International institutions for the development of international trade policy (GATT,WTO..)			5

	Customs, types of customs and their division	6
	Mid-term exam 1	7
	Customs terminology	8
	INCOTERM-s (International Commercial Terms)	9
	Compensation trade	10
	Foreign direct investment (FDI)	11
	Investments in foreign markets	12
	International trade and globalization	13
	Overall summary	14
	Mid-term exam 2	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	60%
	Seminars	
	Laboratory	
	Case studies	20%
	Role play	-
	Problem-based learning	-
	Study visits	20 %
	Work placement	
Assessment Methods	Assessment Activity	Weight (%)
	Test 1	45%
	Test 2	45%
	Activity	10 %
Assessment Description	<p>Tests- Evaluation instruments throughout the semester. They are applied twice, in week 7 and in week 15. They contain different questions related to the topics and materials covered during the lectures and exercises.</p> <p>Class Activity- Assesses and identifies students' knowledge during their engagement in lectures and simulated exercises. Addresses all learning outcomes.</p>	
Course resources	Resources	Number
	Class (e.g)	1

	Moodle	1
	Softuer MATLAB/SPSS/SIMULINK	
	Projektor	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Seminars	12
	Independent study	37
	Exams	2
Literature/References	Primary literature:	
	<ul style="list-style-type: none"> • International Economics, Robert C. Feenstra, Alan M. Taylor • Ekonomia Nderkombetare 1 dhe 2, botimi i pare, Ilia Kristo, 2010. • Ekonomia Nderkombetare: Teoria dhe Politika (Botimi i 11, 2019), Paul R. Krugman, Maurice Obstfeld, Marc Melitz, 2010. • International Economics: Theory and Policy, 12th edition, Paul R. Krugman, Maurice Obstfeld, Marc Melitz, 2021. 	
Ethical standards	Secondary literature:	
	<ul style="list-style-type: none"> • International Business, Charles W.L.Hill, G.Tomas M. Hult, 2019 • International business: strategy, management, and the new realities / S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, (2008). • The Handbook of International Trade: a guide to the principles & practices of export. Jim Sherlock and Jonathan Reuvid, (2008). 	
	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	ORGANISATIONAL BEHAVIOUR AND LEADERSHIP			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	3	3	10OBL205
Aims and Objectives	<p>This course seeks to understand individual attitudes and behaviour in an organisational context. It does this by reviewing psychological theories as they apply to organisations; demonstrating the contribution of a psychological perspective to understanding human behaviour at work; and critically evaluating the empirical evidence.</p> <p>Understanding a Personality and individual differences, work motivation, decision making, rewards systems, psychological contracts, organisational justice, performance and counter-performance (organisational citizenship behaviour, retaliation in organisations), leadership, groups and group processes, design of work, organisational culture.</p>			
Learning Outcomes	<ul style="list-style-type: none"> • Students will be able to understand and appreciate the main concepts and principles of the study of behavior within organizations at a national and international level • Through continuous learning and research students will be able to apply theories of organizational behavior to improve performance at group and/or organizational level • Be able to demonstrate the application of organizational theory knowledge in real case studies • Be able to manage human capital and understand the principles of organizational behavior in order to increase cohesiveness within the group and/or organization • Be able to communicate clearly and effectively their views on organizational theory and behavior 			
Course Content	Course Plan			Week
	Introduction to Organizational Behaviour			1
	Values and Attitudes			2
	Personality			3
	Defining the notion of motivation			4
	The Workplace conflict management			5
	Group behaviour			6
	Mid-term Exam I			7
	Organizational decision making			8
	Managers' behaviour and Stress management			9

	Communication, culture, and Managerial education,	10
	Power and political behaviour	11
	Definition and Importance of leadership, authority and knowledge	12
	The Teams Characteristics with high performance	13
	Group Presentations	14
	Mid-term Exam II	15
Teaching / Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	50%
	Exercises (role plays, case studies, problem-based learning, etc)	50%
Assessment Methods	Assessment Activity	Weight (%)
	Attendance	10%
	Midterm Exam 1	35%
	Midterm Exam 2	35%
	Group Presentation	20%
Assessment Description	<p>Class Activity- an instrument that evaluates the engagement of students actively in discussions on topics that originate from the syllabus of the course. This assessment instrument is designed to include all course learning outcomes.</p> <p>Midterm Exams - are evaluation instruments, which enable students to accumulate 70% of the overall evaluation. They are applied in the 7th week and in the 15th week</p> <p>Group Presentations - Through this activity student will collect data and analyze problems in certain areas of research. The group presentation is developed in working groups. The evaluation of the presentation is based on its structure, content, and attractiveness of the presentation. Through this assessment instrument we aim to address any of the learning outcomes, depending upon the topic selected.</p>	
Course resources	Resources	Number
	Class activities	1
	Projector	1
	Moodle	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Case studies	10

	Tests	3
	Presentations	2
	Independent Work	36
Literature / References	<p>Primary Literature:</p> <ul style="list-style-type: none"> Organizational behavior, John W. Newstrom Kasimati, M. dhe Manxhari, M. (2010). Sjellje Organizative, Tirane (2007) Robbins, S. and Judge, T. (2013) Organizational Behavior 15th edition, Pearson, Boston Nelson, D. and Campbell Quick, J. (2006) Organizational Behaviour: Foundations, Reality and Challenges (5th edition) Thomson South-Western; <p>Secondary Literature:</p> <ul style="list-style-type: none"> Newstrom, J. (2014). Organizational Behavior: Human Behavior at Work - 14th Edition. McGraw Hill Polzer, J. (2018). Trust the Algorithm or Your Gut case, (HBR Online Coursepack) 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	STATISTICAL METHODS FOR BUSINESS II			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	3	6	10SMBII202
Aims and Objectives	<p>The aim of this course is to introduce some statistical methods that are used for a wide variety of applications. In this course, students will learn how to analyze the relationship between variables through correlation and regression. They will then be introduced to the different types of interest and ways of calculating them as well as to the index numbers and their importance in the real world. This course will also offer students the opportunity to understand the direction of various phenomena through trend analysis and to make predictions of various phenomena. The main objective is that after completing this course students</p>			

	should be able to use statistical methods to analyze certain data and interpret the results in a practical sense.																																
Learning Outcomes	<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • To understand and evaluate advanced concepts and analysis of the relationship between variables through correlation and regression, and advance statistical methods; • To solve and interpret the correlation and regression, and advance statistical results • To demonstrate proficiency in using advanced IT tools for calculating of interest and statistics formulas, by engaging in continuous learning and research, applying advanced statistical methods, to contribute to the field of business and management; • To use linear, parabolic and exponential trend methods to identify the direction of different phenomena and trend; • To apply the acquired knowledge in real life. 																																
Course Content	<table border="1"> <thead> <tr> <th>Course Plan</th> <th>Week</th> </tr> </thead> <tbody> <tr> <td>Introduction to Statistical Methods for Business II</td> <td>1</td> </tr> <tr> <td>Correlation</td> <td>2</td> </tr> <tr> <td>Regression</td> <td>3</td> </tr> <tr> <td>Financial models I</td> <td>4</td> </tr> <tr> <td>Financial models II</td> <td>5</td> </tr> <tr> <td>Simple Index Numbers</td> <td>6</td> </tr> <tr> <td>Composite Index Numbers</td> <td>7</td> </tr> <tr> <td>Midterm Exam 1</td> <td>8</td> </tr> <tr> <td>Trend Methods (Linear Trends)</td> <td>9</td> </tr> <tr> <td>Trend methods (Parabolic Trends)</td> <td>10</td> </tr> <tr> <td>Trend methods (Exponential Trends)</td> <td>11</td> </tr> <tr> <td>Forecasting models I</td> <td>12</td> </tr> <tr> <td>Forecasting models II</td> <td>13</td> </tr> <tr> <td>Overall summary (Consultation)</td> <td>14</td> </tr> <tr> <td>Midterm Exam 2</td> <td>15</td> </tr> </tbody> </table>	Course Plan	Week	Introduction to Statistical Methods for Business II	1	Correlation	2	Regression	3	Financial models I	4	Financial models II	5	Simple Index Numbers	6	Composite Index Numbers	7	Midterm Exam 1	8	Trend Methods (Linear Trends)	9	Trend methods (Parabolic Trends)	10	Trend methods (Exponential Trends)	11	Forecasting models I	12	Forecasting models II	13	Overall summary (Consultation)	14	Midterm Exam 2	15
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Composite Index Numbers	7																																
Midterm Exam 1	8																																
Trend Methods (Linear Trends)	9																																
Trend methods (Parabolic Trends)	10																																
Trend methods (Exponential Trends)	11																																
Forecasting models I	12																																
Forecasting models II	13																																
Overall summary (Consultation)	14																																
Midterm Exam 2	15																																
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Assessment Description	<p>Class Activity- This instrument evaluates the engagement and contribution of students in topics and research problems during lectures and exercises. Addresses all learning outcomes.</p> <p>Midterm Exams- These tests are applied in week 7 and week 15 throughout a semester. They include 5 to 10 tasks, the duration of which is from 60 to 90 minutes.</p>														
Course resources	<table border="1"> <thead> <tr> <th data-bbox="505 384 1300 426">Resources</th> <th data-bbox="1300 384 1463 426">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="505 426 1300 468">Class (e.g)</td> <td data-bbox="1300 426 1463 468">1</td> </tr> <tr> <td data-bbox="505 468 1300 510">Laborator (e.g)</td> <td data-bbox="1300 468 1463 510">1</td> </tr> <tr> <td data-bbox="505 510 1300 552">Moodle</td> <td data-bbox="1300 510 1463 552">1</td> </tr> <tr> <td data-bbox="505 552 1300 594">Softuer Excel/SPSS/Stata</td> <td data-bbox="1300 552 1463 594">1</td> </tr> <tr> <td data-bbox="505 594 1300 646">Projektor</td> <td data-bbox="1300 594 1463 646">1</td> </tr> </tbody> </table>	Resources	Number	Class (e.g)	1	Laborator (e.g)	1	Moodle	1	Softuer Excel/SPSS/Stata	1	Projektor	1		
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Exams	4														
Literature/References	<p>Primary Literature:</p> <ul style="list-style-type: none"> • Business Statistics, Norean R. Sharpe, Richard D. De Veaux, Paul F. Velleman • Mentor GECEI: Metodatat Statistikore, ligjërata të autorizuarra, UBT (2016); • Ajet Ahmeti (2016): Statistikë për Biznes dhe Ekonomiks, Universiteti i Prishtinës Fakulteti Ekonomik, Artini, Prishtinë; • Lind, D. A., Marchal, W. G., & Wathen, S. A. (2019). <i>Basic statistics for business and economics</i>. McGraw-Hill; <p>Secondary Literature:</p> <ul style="list-style-type: none"> • Ubøe, J. (2017). <i>Introductory Statistics for Business and Economics</i>. Springer International Publishing; • Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). <i>Statistics for business & economics</i>. Cengage Learning. 														
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the</p>														

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Subject	OPERATIONS MANAGEMENT														
Aims and Objectives	<table border="1"> <thead> <tr> <th data-bbox="505 527 943 569">Type</th> <th data-bbox="943 527 1105 569">Semester</th> <th data-bbox="1105 527 1268 569">ECTS</th> <th data-bbox="1268 527 1464 569">Code</th> </tr> </thead> <tbody> <tr> <td data-bbox="505 569 943 604">OBLIGATIVE (O)</td> <td data-bbox="943 569 1105 604">3</td> <td data-bbox="1105 569 1268 604">6</td> <td data-bbox="1268 569 1464 604">100M203</td> </tr> </tbody> </table> <p>This module provides students with basic knowledge and skills in Operations Management. Further, this module provides students with a variety of concepts, techniques and tools to analyse, design, plan, control and improve the operational capabilities of an organization to transform incoming resources in products and services efficiently and effectively. The module discusses a wide range of situations in the management of operations and explains the process of operations of the views / perspectives of the various functions such as strategy, performance and different concepts such as aspects of the design aspects of planning and control of operations and transformation processes. Module covers many aspects of operations management by introducing design processes and manufacturing systems and aspects related to the design of the supply network management, supply chain management, capacity, inventory, risk management, quality management, etc. The module comprises with some ways to improve operations. The module continually discusses the challenges of operations in the age of business process digitalization by providing students with the knowledge related to the new technologies and their application in the new digital processes intended to produce products and to create services.</p>	Type	Semester	ECTS	Code	OBLIGATIVE (O)	3	6	100M203						
Type	Semester	ECTS	Code												
OBLIGATIVE (O)	3	6	100M203												
Learning Outcomes	<p>Upon completion of this module, participants will be capable to:</p> <ul style="list-style-type: none"> • Demonstrates knowledge of applying operations management principles and perspectives; • Compare and contrast the process and system of operations; • Interpret the importance of operations in the process of producing products and creating services; • Demonstrate product and process design skills in terms of business and management; • Understand the changes and change management of operations in the time of digital transformation; • Research the application of digital technologies in business processes. • Design a simple business process flow layout 														
Course Content	<table border="1"> <thead> <tr> <th data-bbox="505 1793 1317 1835">Course Plan</th> <th data-bbox="1317 1793 1464 1835">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="505 1835 1317 1877">Basic definitions Operations Management</td> <td data-bbox="1317 1835 1464 1877">1</td> </tr> <tr> <td data-bbox="505 1877 1317 1919">Business process performance</td> <td data-bbox="1317 1877 1464 1919">2</td> </tr> <tr> <td data-bbox="505 1919 1317 1961">Operations strategy</td> <td data-bbox="1317 1919 1464 1961">3</td> </tr> <tr> <td data-bbox="505 1961 1317 2003">Designing products and services</td> <td data-bbox="1317 1961 1464 2003">4</td> </tr> <tr> <td data-bbox="505 2003 1317 2045">Process design</td> <td data-bbox="1317 2003 1464 2045">5</td> </tr> <tr> <td data-bbox="505 2045 1317 2055">Supply Chain Management</td> <td data-bbox="1317 2045 1464 2055">6</td> </tr> </tbody> </table>	Course Plan	Week	Basic definitions Operations Management	1	Business process performance	2	Operations strategy	3	Designing products and services	4	Process design	5	Supply Chain Management	6
Course Plan	Week														
Basic definitions Operations Management	1														
Business process performance	2														
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	Midterm exam / Test-1	7
	Introduction to Planning and Control	8
	Capacity Planning and Control	9
	Inventory Planning and Control	10
	Operations Improvement and Quality Management	11
	Case Studies / Problems and solutions using digital	12
	Operations management in the age of digital transformation of business processes	13
	Preparation for Exam-Consultations	14
	Exam period	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	1) Lectures	50%
	2) Seminars	10%
	3) Practice	25%
	4) Case studies	10%
	5) Role play	-
	6) Problem-based learning	5%
	7) Study visits	-
	8) Work placement	-
Assessment Methods	Assessment Activity	Weight (%)
	1. Group work/project	26%
	2. Mid-term exam	12%
	3. Final exam	50%
	4. Activity	12%
Assessment Description	Group Project- Through the group project students will harmonize the theoretical part with the practical part. The project will be developed in working groups, no more than three people. The volume of the project will be between 2500 and 3000 words. Project evaluation includes three main pillars: structure, content, and presentation. Through this assessment instrument we will aim to achieve the learning outcomes 1, 2 and 3 set in the course Syllabus.	
	Midterm Exam – is applied through a test or any relevant task within the topics covered in advance, and contains 12% of the final assessment.	
	Final Exam - is the evaluation instrument, which is applied after the end of the lectures and exercises. The exam contains open and closed questions, where the holding time is not greater than 90 minutes. It aims to measure the level of achievement for the mastery of the main competencies and skills, expressed through all the learning outcomes of the course.	
	Class Activity - Through the activity process we will aim to supervise and observe students while they perform activities in lectures and exercises, and this assessment instrument is in harmony with all the learning outcomes of the course.	
Course resources	Resources	Number
	1. Class (e.g)	1
	2. Laboratory (e.g)	1
	3. Moodle	

	4. Softueri MATLAB/SPSS/SIMULINK	1
	5. Projector	1
ECTS Workload	Activity	Total
	1. Lectures	24
	2. Seminars	16
	3. Exercises/Laboratory	24
	4. Practice in the industry	6
	5. Independent learning	76
	6. Exams	4
Literature/References	Primary Literature:	
	<ul style="list-style-type: none"> • Operations Management: Contemporary Concepts and Cases, Roger Schroeder, Susan Goldstein), M. Johnny Rungtusanatham • Slack, N. Brandon-Jones A. (2019). <i>Operations Management</i>. 9th ed. Pearson. • Stevenson, W. J. (2021) <i>Operations management</i>. 14th Ed. Mcgraw-Hill • Limani Y. (2021) Menaxhimi i Operacioneve. Dispencë. Moodle-UBT • Limani Y. (2021) Raste studimi, probleme dhe zgjidhje nga Menaxhimi i Operacioneve, Dispencë, Moodle-UBT 	
Ethical standards	Secondary Literature:	
	<ul style="list-style-type: none"> • Taha, H., 2017. <i>Operations Research</i>. Harlow, England: Pearson • journals.elsevier.com. (2018) https://www.sciencedirect.com/journal/journal-of-operations-management 	
	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Course	BUSINESS LAW			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	3	6	10BL204
Goals and Objectives	<p>This course in general, addresses issues of legal environment by focusing on applicable laws for businesses, competent authorities for their implementation, and a special part will also be devoted to international business law.</p> <p>Consequently, through this course, the following basic goals are also to be achieved:</p> <ul style="list-style-type: none"> - to provide knowledge on legal norms, state, functioning of state authorities, subjects of law, the juridical meaning of business organizations, contracts and types of contracts. - Acquiring knowledge in the sphere of money, banking, stock market, intellectual property including patents, trademarks, copyrights and alternative dispute resolution mechanisms. 			
Learning Outcomes	<p>After completing this module, students should be able to:</p> <ul style="list-style-type: none"> ● Understand the legal system in the Republic of Kosovo, the principle of separation of power, the procedure of drafting and adopting laws, the hierarchy of legal acts; ● Increase knowledge in the field of international business law; ● Understand the functioning of legal systems, including, but not limited to national legislation, but by expanding the horizons of knowledge to international business law; ● Understand the legal environment within which business activity will develop, legal ambition in the sphere of business organizations, relations between management, employees, shareholders and the public; ● Apply design the content and the essential requirements of a contract, the analysis of the elements of the various contracts, the types of contracts, the fulfilment and obligations, the guarantees, the rights and obligations of the contracting parties, ● Understands the negotiating instruments, the debit / credit relations and relevant domestic and international laws. 			
Content	Weekly plan			Week
	Introduction to Business Law			1
	Sources, principles and Subjects of business law			2
	The legal system in the Republic of Kosovo			3
	Business Organizations as entities of Business Law			4

	Understanding the role and importance of contracts in business	5
	The most important business contracts	6
	Mid-term exam 1	7
	Alternative dispute settlement	8
	Banks and banking	9
	Stock exchanges and capital market	10
	Intellectual Property and IP protection	11
	Competition Law and Consumer protection	12
	International Business Law	13
	Group Project Presentations	14
	Mid-term exam 2	15
Teaching methods	Activities	Weight (%)
	Lectures	60%
	Presentations	10%
	Case studies	10%
	Role play	10%
	Problem-based learning	10%
Assessment Methods	Evaluation activity	Weight (%)
	Activity	20%
	Group Project - Presentation	10%
	Exam (1 st midterm)	30%
	Final exam (2 nd)	40%
Assessment Description	Class Activity - This instrument is used to evaluate students during discussions and their activity in lectures and exercises. Addresses all learning outcomes.	
	Group Project - developed in working groups, and include 2500 to 3000 words. The evaluation of the seminar paper is based on its structure, content, and finally the part of the presentation. Addresses learning outcomes 1,3, 4 and 5.	
	Midterm Exams – short term evaluation instruments, applied in week 7 and week 15. They contain open and closed questions. Holding time is from 45 to 60 minutes. Students who achieve positive results are released from the exam.	

Course resources and tools	Devices	Number
	Class (e.g.)	1
	White board	1
	Moodle	1
	Computer	1
	Projector	1
ECTS Workload	Activity	Total load
	Lecture	24
	Seminars	36
	Independent study	62
	Exams	4
	Homework	24
Literature / References	Primary literature	
	<ul style="list-style-type: none"> • Introduction to business law, Jeffrey F. Beatty, Susan S. Samuelson • Armand Krasniqi, Business Law 2014 • Literature prepared by the professor • Kosovo Commercial Legislation 	
	Secondary literature	
	<ul style="list-style-type: none"> • EU legislation in the field of Trade and Companies • Gaylord A. Jentz, et al. West's Business Law, Alternative Edition, 11th Edition, 2009 	
	Legal Acts	
	<ul style="list-style-type: none"> • Law on Companies No. Nr.06/L-016 • Law No. 06/L-034 On Consumer Protection • Law On Arbitration No. 02 / L-75 • Law No. 04/L-077 On Obligational Relationships• • Law On Mediation No. 06/L-09 • Law No. 04/L-093 On Banks, Microfinance Institutions And Non Bank Financial Institutions • Law No. 08/L-055 On Industrial Design 	

	<ul style="list-style-type: none"> • Law No. 08/L-075 On Trademarks • Law No. 08/L-059 On Patents • Law No. 08/1-015 on Commercial Court <p>Further reading: Additional opportunities for studying and deepening of knowledge in this field are literature in the UBT Library.</p>
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	<p>HUMAN RESOURCES MANAGEMENT</p> <table border="1" data-bbox="479 1354 1464 1432"> <thead> <tr> <th>Type</th> <th>Semester</th> <th>ECTS</th> <th>Code</th> </tr> </thead> <tbody> <tr> <td>OBLIGATORY (O)</td> <td>4</td> <td>6</td> <td>10HRM256</td> </tr> </tbody> </table>	Type	Semester	ECTS	Code	OBLIGATORY (O)	4	6	10HRM256
Type	Semester	ECTS	Code						
OBLIGATORY (O)	4	6	10HRM256						
Aims and Objectives	<p>The course is designed to offer introduction to theories, elements and practices of HRM.</p> <p>Furthermore, the course offers a perspective on general management and not only on human resources, by considering HRM as a strategic function in an organization.</p> <p>The course offers understanding about the concepts of HRM that can be applied in private or public organizations, local and international organizations as well as governmental and non-governmental ones.</p>								
Learning Outcomes	<p>By completion of this course, students will have benefited and personalized further understanding on theories and practices of HRM. Student shall be able to:</p> <ul style="list-style-type: none"> • Understand terminology and key functions of HRM. • Understand the strategic role of human resources in developing working systems with high performance, necessary for companies. 								

	<ul style="list-style-type: none"> • Apply HRM tools for recruitment, selection, and training and performance appraisal. • Develop adequate compensation schemes. • Understand the importance of ethics and fair treatment of employees as well as legal implications and relations between these issues. • Enhance confidence in taking decisions that impact human resources and maintain competitiveness in the labour market.
Course Content	Course Plan Week
	Introduction: Challenges of Human Resource 1
	Development of HRM concepts 2
	Job analyses 3
	Personel planning and recruitment 4
	Selection: candidates testing and interviewing 5
	Orientation and adaptation in workplace 6
	Midterm Exam 1 7
	Human Resources development 8
	Motivation of human resources 9
	Evaluation and managing performance 10
	Reward management 11
	Fluctuation and absenteeism of human resources 12
	Employee well-being and employment relationships 12
	Midterm Exam 2 14
Presentations and consultations 15	
Teaching/Learning Methods	Teaching/Learning Activity Weight (%)
	1. Lectures 60
	2. Seminars 10
	3. Case studies 10
	4. Problem-based learning 10
	5. Flipped classroom 10
	6. Work placement -
Assessment Methods	Assessment Activity Weight (%)
	1. Class Activity 10
	2. Seminar work 10
	3. Midterm Exam 1 40
	4. Midterm Exam 2 40
Assessment Description	Class Activity - is applied by observing students while they perform activities in lectures and exercises, and this assessment instrument is in harmony with all the learning outcomes of the course.
	Seminar - students who carry out research or seminar work are supported with 10% of the overall assessment. The work can be done individually, or in group form (2 to 3 people).
	Midterm Exam 1&2 - is applied through the tests developed during the semester, they contain open and closed questions, the duration is 45 to 60 minutes.
Course resources	Resources Number
	1. Class 1
	2. Projector 1
	3. Moodle 1
	Activity Total workload

ECTS Workload	Lectures	30
	Seminars	24
	Intermediary exams	4
	Independent studying	90
	Exams	2
	Total	150
Literature/References	Primary literature	
	<ul style="list-style-type: none"> • Human resource management, Gary Dessler; Biju Varkkey • David A. DeCenzo, Stephen P. Robbins, Susan L. Verhulst, Fundamentals of Human Resource Management, 12th edition, Wiley, John Wiley&Sons Inc. • Paul Banfield & Rebecca Kay “Introduction to HRM” 	
Ethical standards	Secondary literature	
	<ul style="list-style-type: none"> • Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy “Managing Human Resources” Prentice Hall • Philips Gully “Human Resource Management”, South-Western Cengage Learning 	
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Subject	INTERNATIONAL ACCOUNTING STANDARDS AND REPORTING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	4	6	10IASR251

Aims and Objectives	<p>The main objectives of this course are to provide students with sufficient knowledge of the Accounting Framework and the structure of International Accounting Standards, as well as sensitize students to the diversity that exists in financial reporting and disclosure practices in different countries, the reasons for the diversity of accounting and the problems/challenges created by accounting diversity for multinational enterprises, international investors and regulators. The objectives of the course are: (1) to expose students to the mechanisms undertaken by various affected parties to deal with the problems/challenges created by accounting diversity; (2) expose students to macro responses, to the diversity of accounting and; (3) develop students' ability to understand and be able to analyze financial reports from different countries. During lectures, exercises and seminars, students will learn to find answers or results for important issues of the system of measurement and evaluation of income, efforts to achieve uniformity of the regulatory framework, responsibility for the measurement and presentation of the financial position, performance financial statements, cash flow and issues related to components of financial reporting.</p>																						
Learning Outcomes	<p>Upon completion of this course student will be able to:</p> <ul style="list-style-type: none"> • Understand the role of financial reporting, • Understand, prepare and present the financial statements of the accounts of groups and single companies, • Identify assets and liabilities recognition criteria, • Understand the accrual basis concepts of accounting, • Identify the principle of capital and capital maintenance, • Understand the recognition, measurement bases, and disclosures of different IFRS standards with practical cases • Implement the requirements of financial reporting standards for recognition, measurement, presentation and disclosure of elements of assets, liabilities, capital, income and expenses. 																						
Course Content	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="text-align: left;">Course Plan</th> <th style="text-align: right;">Week</th> </tr> </thead> <tbody> <tr> <td>The Conceptual Framework for Financial Reporting;</td> <td style="text-align: right;">1</td> </tr> <tr> <td>IAS 1 Presentation of Financial Statements</td> <td style="text-align: right;">2</td> </tr> <tr> <td>IAS 2 Stocks, recognition and measurement</td> <td style="text-align: right;">3</td> </tr> <tr> <td>IAS 16 Property, Plant and Equipment</td> <td style="text-align: right;">4</td> </tr> <tr> <td>IAS 16 Property, Plant and Equipment</td> <td style="text-align: right;">5</td> </tr> <tr> <td>IAS 38 Intangible Assets</td> <td style="text-align: right;">6</td> </tr> <tr> <td>Test 1</td> <td style="text-align: right;">7</td> </tr> <tr> <td>IAS 20 Accounting for Government Grants and Disclosure of Government Assistance</td> <td style="text-align: right;">8</td> </tr> <tr> <td>IFRS 15 Revenue from Contracts with Customers</td> <td style="text-align: right;">9</td> </tr> <tr> <td>IFRS 15 Revenue from Contracts with Customers</td> <td style="text-align: right;">10</td> </tr> </tbody> </table>	Course Plan	Week	The Conceptual Framework for Financial Reporting;	1	IAS 1 Presentation of Financial Statements	2	IAS 2 Stocks, recognition and measurement	3	IAS 16 Property, Plant and Equipment	4	IAS 16 Property, Plant and Equipment	5	IAS 38 Intangible Assets	6	Test 1	7	IAS 20 Accounting for Government Grants and Disclosure of Government Assistance	8	IFRS 15 Revenue from Contracts with Customers	9	IFRS 15 Revenue from Contracts with Customers	10
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	IAS 21 The Effects of Changes in Foreign Exchange Rates	11
	IAS 7 Statement of Cash Flows	12
	IAS 7 Statement of Cash Flows	13
	Test 2	14
	Final exam	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight
	1. Lectures	40%
	2. Seminars	20%
	3. Case studies	10%
	4. Exercises	30%
Assessment Methods	Assessment Activity	Weight
	1. Seminars	20%
	2. Group assignments	10%
	3. Tests	70%
Assessment Description	<p>The Seminar Project - evaluation instrument is applied after the third week, it is worked on individually. Aims to address learning outcomes 1 and 2.</p> <p>Group assignment - will be applied through case studies for certain research topics, developed in groups of no more than three members. Addresses learning outcomes 1,2,3</p> <p>Tests- tools which are applied in weeks 7 and 14, contain 5 to 10 tasks according to financial reporting standards.</p>	
Course resources	Resources	Number
	1. Lectures	1
	2. Internet resources	1
	3. Moodle	1
	4. Projector	1
Charges and activities	Activity	Total workload
	1. Lectures	24
	2. Seminars	12
	3. Exercises	24
	4. Visits to businesses	12
	5. Self-study	75
	6. Exams	3
Literature/References	Primary literature	
	<ul style="list-style-type: none"> • Intermediate accounting, Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield • Financial Accounting. R Asllanaj. 2010 • Accounting- What the numbers mean (9th Edition), David h. Marshall; Wayne W. Mc Manus; Daniel f. Viele, 2010; 	
	Secondary literature	
	- Nobes, C. and Parker, R. Comparative International Accounting 12th edition, 2012;	
	- Elliott, B. and Elliott, J. Financial accounting and reporting 15th edition, 2012;	
	- Choi and Meek (CM), International Accounting, 7th ed. (Englewood	

	Cliffs, N.J.: Prentice Hall, Inc., 2011). - Warfield, Weygandt, and Kieso, 2008. Fundamentals of Intermediate Accounting, 2nd edition, Hoboken, New Jersey: John Wiley & Sons
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	MANAGEMENT INFORMATION SYSTEMS			
	Type	Semester	Type	Code
	OBLIGATORY (O)	4	OBLIGATORY	10HRM256
Aims and Objectives	<p>This course provides students with an introduction to information systems and how they are used by organizations for meeting strategic and operational objectives. It introduces internal and external management issues and practices for technology and information management. Internal issues: information technology, business processes, personnel, budgeting, and planning. External issues: organizational environments, politics, marketing, strategic planning, funding sources. Students should be able to explore organizational needs for information systems and how the information systems meet those needs.</p>			
Learning Outcomes	<p>Students should be able to reach the following results with regard to information technology and businesses:</p> <ul style="list-style-type: none"> • Identify organizational needs for information and how information systems meet those needs; • Determine how the technology solution affects stakeholders; • Prioritize system requirements and constraints; • Determine the organization to build or buy the technology and determine the needed resources for the implementation of the information system; • Construct a decision matrix for evaluating alternative technology systems; • Develop an implementation and post-implementation plan; • Create the appropriate documentation needed to defend a technology acquisition to management. • 			

Course Content	Course Plan	Week
	Introduction to MSI	1
	Hardware and Software	2
	Types of Information Systems	3
	Supporting Decision-making	4
	Computer Networks	5
	Databases - Data Mining and Business intelligence	6
	Mid-term exam	7
	IT strategy and access to IT services	8
	Using IT as a competitive advantage	9
	E-Commerce (Electronic Commerce)	10
	Information Security and Ethical Issues	11
	IS Technical Development	12
	Digital Firms (ERP Modules I)	13
	Digital Firms (ERP Modules II)	14
Mid-term exam	15	
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	7. Lectures	50 %
	8. Project	10 %
	9. Case studies	10 %
	10. Laboratory (SAP S/4HANA)	20%
	11. Flipped classroom	10%
	12. Work placement	-
Assessment Methods	Assessment Activity	Weight (%)
	5. Activities	20%
	6. Project	30%
	7. Mid-term exam I and II or Final Exam	50%
Assessment Description	Class Activity - assesses engagement through discussions and innovative ideas in exercises and lectures, including active participation in lectures and exercises, showing critical thinking in case study discussions, and performing ERP modules on a real ERP platform.	
	The project - includes a group work of 3 to 5 people. Through this project, the students will analyze a relevant enterprise, and based on the objectives presented by the enterprises, they will also propose the relevant systems. The volume of the project is from 2500 words to 3000 words. It addresses the learning outcomes 1-6.	
	Final Exam - evaluation instrument which is applied after the end of the lectures. The exam contains 15 to 20 questions, and its duration is 90 minutes. The exam questions fully cover the material covered during a semester, and are consistent with the course learning outcomes	
Course resources	Resources	Number
	4. Class	1
	5. Laboratory	1

	6. Moodle	1
	7. Project	1
ECTS Workload	Activity	Total workload
	Lectures	26
	Project	25
	Laboratory	30
	Mid-term I and II or Final Exam	4
	Independent Learning	64
	Presentation	1
Literature/References	Primary literature	
	<ul style="list-style-type: none"> • Management information systems, Kenneth C. Laudon, Jane P. Laudon • Kozeta Sevrani-Sistemet e Informacionit te Menaxhimit-Tirane • Gerald V. Post, Management Information Systems: Solving Business Problems with Information Technology. Seventh Edition • Bird, M. (2010).” Modern Management Guide to Information Technology”. Boston: Irwin McGraw-Hill. 	
	Secondary literature:	
	<ul style="list-style-type: none"> • Sousa K. J., Oz E., (2014), “Management Information Systems”, Cengage Learning, 7th Edition • Biswas J., (2020), Management Information Systems, SAGE Publications, 1st Edition 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person’s work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor’s level, the similarity index must be below 15%, and for Master’s level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	RESEARCH METHODS			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	4	6	10RM253

Aims and Objectives	<p>Research Methods is an interdisciplinary subject that deals with the use of research techniques and methods in the business sphere, focusing on key approaches such as qualitative and quantitative methods, while considering the creation of an efficient and simulated research structure. The focus will be more on the practical implementation of these methods rather than the theoretical aspect. This approach will evolve from the description of basic statistical conclusions to multiple linear regression. The course will start with the presentation of various models and the problems in their practical implementation. The models will be narrative types and case studies. The rest of the material will deal with quantitative issues, and problems associated with analyzing and interpreting quantitative evidence. This includes topics such as sampling and creating statistical distributions, correlation between them, simple and multidimensional regression, specification of potential problems, hypothesis testing, non-parametric tests, and contemporary series of analyses. In this context, the change in content from year to year should also be considered. Additionally, the course will provide students with fundamental knowledge about training and using an econometric software package.</p>																											
Learning Outcomes	<p>Upon completion of the course lectures, students should be able to:</p> <ul style="list-style-type: none"> • Understand and explain the strategic importance of quantitative and qualitative methods in business. • Analyze the significance of sampling and statistical distributions in business research. • Apply research methods in business practice, including narrative models and case studies. • Apply quantitative research in business data analysis, including regression and hypothesis testing. • Recognize and interpret basic statistics and linear regression techniques for data analysis. • Use qualitative research to create and interpret case studies with significant findings for the business. • Utilize econometric software for advanced data analysis. 																											
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	15. Mid-term exam 2	15
Teaching/Learning Methods	Teaching/Learning	Weight (%)
	Lectures	20%
	Seminars	20%
	Laboratory	20%
	Case studies	20%
	Role play	-
	Problem-based learning	20%
	Study visits	-
Simulations		
Assessment Methods	Assessment Activity	Weight (%)
	1. Mid-term I	30%
	2. Mid-term II	30%
	3. Individual project	40%
Assessment Description	<p>Tests I and II - The tests include a mid-term assessment period during the semester. More specifically, in the 7th week, the first test is organized, which contains the teaching materials covered from the first week to the sixth week. Then in the 15th week, the second test is organized. These tests include 10 to 20 questions, where the nature of the questions is diverse, including essay-type, multiple-choice, open-ended, closed, explanatory questions, etc..</p>	
	<p>Individual Work - This is an assessment tool that is applied through a research paper. The paper should present a study on a researchable problem and include objectives, significance, methodology, application of empirical methods, results, and final findings. The length of the paper should be between 1500 and 2500 words. This instrument addresses all the learning outcomes of the course. The evaluation of the research paper is based on its structure, content, and presentation.</p>	
Course resources	Resources	Number
	Classroom (e.g.)	1
	Laboratory (e.g.)	1
	Moodle	1
	Software STATA	1
	Projector	1
ECTS Workload	Activity	Total workload

	<ol style="list-style-type: none"> 1. Lectures 24 2. Seminars 24 3 Exercises 24 4. Individual study 76 5. Exams 2
Literature	<p>Primary literature:</p> <ul style="list-style-type: none"> • Research Methods for Business, Uma Sekaran, Roger Bougie • Xhomara, N. (2019). <i>Metodat e Avancuara të Kërkimit Shkencor- Advanced Research Methods</i>. Tekst Universitar [Students's Book]. Fast Print Publishing, Tirana, Albania. • Matthews, B. & Ross, L. (2010). <i>Metodat e hulumtimit udhëzues praktik për shkencat sociale dhe humane</i>. Pearson Education, Canada. • Sokoli, L. (2016). <i>Metodat e kërkimit shkencor</i>. Instituti Shqiptar i Sociologjisë, Tirana, Albania. <p>Secondary literature:</p> <ul style="list-style-type: none"> • Tan, W. (2022). <i>Research methods: A practical guide for students and researchers</i> (2nd ed.). World Scientific Pub Co Inc. • Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). <i>Research methods for business students</i> (8th ed.). Pearson.
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

The course	STRATEGIC MANAGEMENT AND INNOVATION			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	4	6	10SMI254

<p>Aims and Objectives</p>	<p>The Strategic Management and Innovation course aims to teach students about the importance of successful management of business resources in achieving business objectives. Students will learn about all the stages that enable business to successfully manage enterprise strategy.</p> <p>To achieve the aim of the course, the course will focus on the following objectives:</p> <ul style="list-style-type: none"> • Knowledge and understand the main stages for implementing the strategy in business • Knowledge and understand contemporary concepts and theories of strategic management. • Knowledge and understand the role and importance of strategic decisions, types of strategies, selection of strategies, implementation and evaluation of strategies. • Knowledge and understand the conceptual and technical skills for successful management in the enterprise. • Knowledge and understand the techniques and methods for performing the analysis of the internal and external environment of the organization. • Knowledge and understand the innovative environment in which companies operate. • Knowledge about the role and importance of innovations in the development and successful management of the enterprise. 										
<p>Learning outcomes</p>	<p>After completing this course, students should be able to:</p> <ul style="list-style-type: none"> • Explain the main stages of strategic management • Describe and explain the contemporary theories of strategic management • Describe strategic decision-making methods • Apply the appropriate technical methods for successful strategic management of the enterprise • Apply scientific methodologies and methods to analyze the internal and external environment in business. • Describe and explain innovation as a necessity for improving business performance • Describe and explain innovative techniques and methods for improving the business environment 										
<p>Course Content</p>	<table border="1"> <thead> <tr> <th data-bbox="451 1486 1377 1520">Weekly plan</th> <th data-bbox="1377 1486 1484 1520">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="451 1520 1377 1638"> <p>Syllabus explanation and Introduction to Strategic Management - What is strategic management; History of strategic management; The importance of organizational strategy; Phases of strategic management;</p> </td> <td data-bbox="1377 1520 1484 1638">1</td> </tr> <tr> <td data-bbox="451 1638 1377 1722"> <p>Business Strategy - The process of formulating the vision and mission; The importance of vision and mission; Mission characteristics;</p> </td> <td data-bbox="1377 1638 1484 1722">2</td> </tr> <tr> <td data-bbox="451 1722 1377 1915"> <p>External analysis - External factors: Economic factors; Social, cultural, demographic and natural environment factors; Political, governmental and legal factors; Technology factors; Competitive factors. Industry Analysis: External Factor Evaluation Matrix (EFE); Competitive Profit Matrix (CPM)</p> </td> <td data-bbox="1377 1722 1484 1915">3</td> </tr> <tr> <td data-bbox="451 1915 1377 2028"> <p>Internal analysis – Management, Marketing, Finance/Accounting, Production/operations, Research and Development (R&D) and IT management system; Internal factor evaluation (IFE) matrix;</p> </td> <td data-bbox="1377 1915 1484 2028">4</td> </tr> </tbody> </table>	Weekly plan	Week	<p>Syllabus explanation and Introduction to Strategic Management - What is strategic management; History of strategic management; The importance of organizational strategy; Phases of strategic management;</p>	1	<p>Business Strategy - The process of formulating the vision and mission; The importance of vision and mission; Mission characteristics;</p>	2	<p>External analysis - External factors: Economic factors; Social, cultural, demographic and natural environment factors; Political, governmental and legal factors; Technology factors; Competitive factors. Industry Analysis: External Factor Evaluation Matrix (EFE); Competitive Profit Matrix (CPM)</p>	3	<p>Internal analysis – Management, Marketing, Finance/Accounting, Production/operations, Research and Development (R&D) and IT management system; Internal factor evaluation (IFE) matrix;</p>	4
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	Strategies in action – Types of strategies, levels of strategies; Michael Porter's Generic Strategies;	5
	Choosing and evaluation of strategic alternatives - Nature of strategic analysis and choice; Analytical techniques: EFE, IFE, CPM, SWOT, SPACE, BCG, IE, Grand, QSPM	6
	Mid-term 1 - Colloquium	7
	Strategy implementation - Nature of strategy implementation; Harmonizing the structure with the strategy; Restructuring and Reengineering;	8
	Strategy control - Strategy review, evaluation and control;	9
	Managerial environment - Changing economy, global market; Management in the conditions of the global economy, Management in terms of the global economy	10
	Business ethics, social responsibility and environmental sustainability	11
	Change management - Forces that cause change; Change in the organization and resistance of its members;	12
	Management of innovations - Stimulation of innovations; Creativity and innovation;	13
	Presentations	14
	Test 2 - Final exam	15
Teaching/Learning Methods	Activity	Weight (%)
	1. Lecture	50%
	2. Exercises (questions for each chapter explained)	20%
	3. Seminar Paper	10%
	4. Case studies	10%
	5. Role play	5%
	6. Study visits	5%
Assessment Methods	Evaluation activity	Weight (%)
	1. Activity	10%
	2. Test 1	20%
	3. Group Project	20%
	4. Individual assignment	10%
	5. Test 2	40%
Assessment Description	Class Activity - Through the activity, students will be evaluated during discussions and study problems raised in lectures and exercises throughout the semester.	
	Tests - include a mid-term evaluation period during the semester. More specifically, in the 7th week, the first test is organized, which contains the teaching materials covered from the first week to the sixth week. Then in the 15th week, the second test is organized. These tests include 15 to 20 questions.	
	Group Project - The project will be developed in working groups, two to three people. The volume of the project will be between 2500 and 3000 words. Project evaluation includes three main pillars: structure, content, and presentation. Addresses learning outcomes 4 and 5.	

	Individual Assignment – assesses students' creativity and independent skills throughout the semester, and comprise 10% of the overall grade.	
Course resources	Tools	Number
	1. Classroom (e.g)	1
	2. Laboratory (e.g)	
	3. Moodle	1
	4. Projector	1
ECTS Workload	Activity type	Total loads
	Lecturer	24
	Exercise	12
	Seminars	24
	Visiting in industry	6
	Independent learning	80
	Exams	4
Literature/Reference	Primary literature:	
	<ul style="list-style-type: none"> • Strategic management, John A. Pearce II, Richard B. Robinson, Jr. • Vasilika Kume: Strategic Management, Tirana 2010 • Muja, A, Menaxhimi Strategjik, UBT, 2014 • Robbins & De Cenzo: Basics of management, UET Press, 2011; • Fred R. David: Strategic Management, Florence South Carolina, 2014 	
	Secondary literature:	
	<ul style="list-style-type: none"> • Luis Ángel Guerras-Martín, King Juan: Fundamentals of Strategic Management, Carlos University, 2013 • Neil Ritson: Strategic Management, Ventus Publishing APS, 2013 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	FISCAL POLICIES AND TAXATION			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10FPT312
Aims and Objectives	<p>This course is designed to bring to students theoretical and practical knowledge and analyse key fiscal policy concepts and techniques.</p> <p>The course analyzes how fiscal policies and taxes can help ensure economic stability and long-term growth. The course is intended to bring solid understanding of fiscal policy implications and its impact in country`s economic development.</p> <p>The subject provides the access to influence the factors that remain fiscal decisions as well as help you to understand the mechanisms and instruments that the fiscal policies and taxes have in an economy.</p>			
Learning Outcomes	<p>After successful completion of this course, the students should be able to:</p> <ul style="list-style-type: none"> • Define recent economic trends, fiscal and tax challenges • Know expenditure policies vs income policies and government budgeting • Understand the optimal taxation and describe main principles of taxation in 21st century • Know policy implications of fiscal policies, projections and limitations in government budgeting • Understand fiscal sustainability, explain debt tolerance, and fiscal space • Have basic knowledge on fiscal policies, types and calculation of taxes, tax filing with form and application with software; • Understand the importance of coordination between fiscal and monetary policy 			
	Course Plan			Week
	-	Recent macro trends, fiscal and tax challenges and the overview of the course		1
	-	Public finance and the economics		2
	-	Expenditure policy		3
	-	Domestic resource mobilization		4
	-	The role of fiscal policy and taxation in inclusive growth		5
	-	Fiscal accounts and fiscal aggregates measures		6
	-	Test 1		7
	-	Taxation principles in 21st century and tax policy reforms		8

	<ul style="list-style-type: none"> - Fiscal projections and effective tax rate 9 - Budgeting of optimal taxes 10 - Fiscal sustainability, debt tolerance, and fiscal space 11 - Investment spending and capital taxation 12 - Measuring the fiscal stance 13 - Coordination of fiscal and monetary policy 14 - Mid-term 2 15 	
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	- Lectures	65%
	- Exercises	35%
Assessment Methods	Assessment Activity	Weight (%)
	- Activity	10%
	- Test 1	40%
	- Test 2	50%
	- +Bonus: seminars/exercises	10%
Assessment Description	<p>Class Activity- involves actively engaging students in discussions on topics that originate from the course syllabus. This assessment instrument is designed to include all the learning outcomes of the course Syllabus.</p> <p>Tests - include a mid-term evaluation period during the semester. More specifically, after the 7th week, the first test is organized, which contains the teaching materials covered from the first week to the sixth week. Then in the 14th week, the second test is organized. These tests include 15 to 20 questions, where the nature of the questions is varied, including essay questions, optional questions, etc.</p> <p>Seminar - students who carry out research or seminar work are supported with 10% of the overall assessment. The work can be done individually, or in group form (2 to 3 people).</p>	
Course resources	Resources	Number
	- Class Activities (Lectures & Exercises)	1
	- Moodle	1
	- Projector	1
	- Book, slides	1
	- Exercises Book	1

	Activity	Total workload
ECTS Workload	- Lectures	28
	- Exercises	14
	- Seminars	8
	- Independent Self-learning	98
	- Exams/Tests	2
Literature/References	<p>Primary Literature</p> <ul style="list-style-type: none"> • Public Finance and Public Policy in the New Century, Sijbren Cnossen, Hans-Werner Sinn • Sabahudin Komoni, Prishtine 2018 - Financat Publike • Gruber, Jonathan (2018) - Public Finance and Public Policy • Alan J. Auerbach & Kent Smetters (2019) - The Economics of Tax Policy • Kaplow, L. (2008), The Theory of Taxation and Public Economics, Princeton University Press • Stiglitz, J. Economics of the Public Sector, W.W. Norton & Company <p>Secondary Literature</p> <ul style="list-style-type: none"> • Fiscal Policy: Taking and Giving Away https://www.imf.org/external/pubs/ft/fandd/basics/fiscpol.htm • Reading material from Customs of Kosova. www.dogana.rks-gov.net • Reading material from Tax Administration of Kosova. www.atk-ks.org • Reading material from Kosovo Pension Fund. www.trusti.org • Annual reports from IMF, WB on fiscal policies and taxation 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	TAX ACCOUNTING			
	Type	Semester	ECTS	Code
	OBLIGATIVE (O)	5	6	10TA310
Aims and Objectives	The purpose of this module is for students to gain basic knowledge about Tax Accounting, practical application and the main differences with financial accounting. Recognition and application of techniques and standards used by professionals in the field of Tax Accounting, control and audit of taxes and contributions as an obligation to taxpayers in meeting the requirements of tax legislation.			
Learning Outcomes	<p>After a successful completion of the course students will be able to:</p> <ul style="list-style-type: none"> • Explain the purpose of tax accounting and its role; • Understand and explain theoretical and practical knowledge related to tax accounting; • Interpret methods regarding tax accounting, transfer of tax accounts in the financial statements and financial reporting for different types of businesses; • To apply the required standards in preparing reports, tables and tax returns according to the requirements of tax accounting; • To be ready and able to provide advice to taxpayers, businesses and companies regarding information in the field of tax accounting and allowable costs for an effective decision making; • Understand the business expenses that qualified as non-deductible; • Identify the techniques, types and principles of auditing, to expand the knowledge on auditing of financial statements and cases of fraud. 			
Course Content	Course Plan			Week
	Introduction to tax accounting			1
	Notions and regulatory frameworks			2
	Eligible Expenditures under Tax Accounting - Non-deductible business expenses			3
	Penalties and Sanctions			4
	Purchase Book and Sales Book VAT (Example)			5
	Filing tax annual returns and reporting of DP Financial Statement			6
	Mid Term Exam 1			7
	Financial Statement Reporting and Annual Statement CD			8
	Fill in the annual tables together with the CD form			9
Installments, Safe Shelter and General Duties			10	

	Depreciation, Amortization, Capitalization and Research and Development (R&D) Expenses	11
	Financial statements and understanding numbers	12
	Cash flow statement	13
	Mid Term Exam 2	14
	Study visit	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	1. Lectures	40%
	2. Activity	20%
	3. Case studies	10%
	4. Exercises	30%
Assessment Description	Activity - involves actively engaging students in lectures and exercises. Addresses all learning outcomes within the subject.	
	Exercises - are an evaluation instrument, where students are evaluated during the solving of tasks and various financial problems in exercises and lectures. Through this instrument we aim to address the learning outcomes 4 and 5.	
	Tests - represent assessment instruments throughout the semester, where students have the opportunity to accumulate 70% of the overall assessment. Includes a minimum of 7 to 10 tasks. While their holding time is from 60 to 90 minutes.	
Assessment Methods	Assessment Activity	Weight (%)
	1. Activity	10%
	2. Exercises	20%
	3. Test	2 x 35%
Course resources	Resources	Number
	1. Lectures	1
	2. Internet resources	1
	3. Moodle	1
	4. Projector	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Case studies	12

	Exercises	12
	Visits to businesses	12
	Self-study	88
	Exams	2
Literature/References	<p>Primary literature</p> <ul style="list-style-type: none"> • Dr. Skënder Ahmeti “Kontabiliteti financiar” (Pjesa e parë dhe e dytë), Prishtinë, 2014. • Tax Accounting: Unravelling the Mystery of Income Taxes A.J. Bakker, Tjeerd van den Berg, second edition 2020 • Tax Accounting: A Guide for Small Business Owners Wanting to Understand Tax Deductions, and Taxes Related to Payroll, LLCs, Self-Employment, S Corps, and C Corporations Paperback, 2021 Greg Shields <p>Secondary literature</p> <ul style="list-style-type: none"> • Legjislacioni tatimor i Kosoves botim III 2016. <ul style="list-style-type: none"> – <i>Ligji për Tatimin në të Ardhurat e Korporatave, Korrik 2019</i> – <i>Ligji për Tatimin mbi Vlerën e Shtuar Gusht, 2015</i> – <i>Ligji për Tatimin në të Ardhurat Personale, Gusht 2015</i> • Raste Studimi “Ligjet dhe tatimet në Kosovë (Zgjidhjet) - “P4” 2019 SHKÇAK, Prishtinë. 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person’s work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor’s level, the similarity index must be below 15%, and for Master’s level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	ADVANCED ACCOUNTING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10AAC313
Aims and Objectives	The objectives of the course include helping students understand, prepare, use and analyze the financial information needed by investors, creditors and other users of various business entities. Special emphasis is given to the financial reporting and			

	analysis of information needed when the economic entity and legal entity are not the same as in the case of parent and subsidiaries (consolidated financial statements). Another objective of the course is to introduce students to the regulatory financial reporting system of public companies in Kosovo and European Union.																																
Learning Outcomes	<p>At the conclusion of this subject students should have the skills to:</p> <ul style="list-style-type: none"> • Distinguishing between the various methods for accounting for equity investments • Understanding the details of the equity method and its effects on financial statements • Understanding the conceptual justification for financial statement consolidation • Being able to prepare consolidated financial statements at various points of time • Understanding the concept of non-controlling interest and its implications • Understanding the accounting implications of foreign currency • Understanding specialized accounting treatments for NPOs 																																
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Assessment Description	<p>Seminar paper - evaluation instrument, which includes a preliminary research on a certain economic entity, based on auditing principles. It is done in groups, where each group contains no more than 3 people. The specified length of the paper should be between 2000 and 2500 words. Through this instrument we aim to address the learning outcomes 4,5,6.</p>																																

	<p>The Group Project - is an evaluation instrument, where students analyze some of the main indicators of the financial markets, securities, as well as the investment environment. Contains from 2500 to 3000 words. The evaluation of the project is based on its structure, content, and finally the presentation part. The group project aims to address learning outcomes 1,2,3, and 4.</p> <p>Midterm Exams - are evaluation instruments, which enable students to accumulate 70% of the overall evaluation. They are applied in the 7th week and in the 14th week.</p>														
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	Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below</p>													

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Subject	AUDITING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10AC421
Aims and Objectives	<p>The course examines the basic principles and techniques of Auditing and how auditors report. The course also examines ethics, the legal environment, auditing standards and fraud. The objective of this course is:</p> <p>O1-To understand the theoretical aspect of the auditor's work by applying the international standards of Accounting and Auditing;</p> <p>O2- To understand the importance of fraud risks and the consequences that come from them;</p> <p>O3- To be able to collect a sufficient evidence after following all phases of the auditor's work and give a fair recommendation with the state of the Financial Statements.</p>			
Learning Outcomes	<p>At the end of this course, students should be able to:</p> <ul style="list-style-type: none"> • To explain the role and importance of Auditing • To understand Professional Standards and Work Ethics; • Summarize the role and importance of Internal Audit and External Audit in public institutions; • Apply work details and techniques starting from planning to supervision; • To be able to prepare the Audit process and work in the field; • To be able to prepare and apply the Audit process and the work in the field and giving the Opinion in relation to the Financial Statements; • To implement monitoring and giving recommendations on the Financial Statements. 			
Course Content	Course Plan			Week
	Introduction to Auditing			1
	Professional Standards and Ethics			2
	Internal Audit			3
	Stages of the Audit process I			4
	Stages of the Audit process II			5
	Internal Control of Public Finances – (COSO Framework) I			6
	Quizzes 1			7
	Internal Control of Public Finances – (COSO Framework) II			8
	Internal Control of Public Finances – (COSO Framework) III			9
Operational and Compliance Audit			10	

	External Audit	11
	Legal and Institutional aspect of external audit in the Republic of Kosovo	12
	Presentations of Individual Projects	13
	Presentations of Group Projects/Case study	14
	Test	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	60%
	Seminar papers / Projects / Case studies / Quizzes.	20%
	Participation in Lectures and Exercises	10%
	Flipped classroom	10%
Assessment Methods	Assessment Activity	Weight (%)
	Test	40%
	Case studies	20%
	Quizzes	2*10%
	Individual Projects	20%
Assessment Description	Case studies - evaluation instrument, which includes a preliminary research on a certain economic entity, based on accounting principles. It is carried out in groups, where each group contains no more than 3 people. The specified length of the paper should be between 2500 and 3000 words. Through this instrument we aim to address the learning outcomes 2,3.	
	Quiz- is an evaluation instrument that takes place after the sixth meeting. They are questions with alternatives and are done individually. Through this instrument we aim to address the learning outcomes 1,2,3,4,5,6.	
	Test - is an evaluation instrument that takes place after the end of the lectures. Depending on the subject, the exam contains 10 to 20 questions, and its duration is 45 to 60 minutes. The exam questions fully cover the material covered during a semester, and are consistent with the course learning outcomes.	
	Individual Project – assesses students' creativity and independent skills throughout the semester, and comprise 20% of the overall grade	
Course resources	Resources	Number
	Lectures	1
	Internet resources	1
	Moodle	1
	Projector	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Seminars	12
	Self-study	113
	Exams	1
Literature/References	Primary literature	
	<ul style="list-style-type: none"> Accounting & Auditing Research: Tools & Strategies, Thomas R. Weirich, Thomas C. Pearson, Natalie Tatiana Churyk The Role of Control and Auditing in the Public Sector - Fadil Krasniqi, 2017, 	

- Public Sector Audit-Carolyn J. Cordery, David C. Hay · 2020.

Secondary Literature

- Auditing that Matters-Case Studies Discussion Guide, Norman Marks · 2020;
- The Why and How of Auditing-Making Auditing Easy, Harles B. Hall, 2019.
- Besnik Fetai, Gresa Mjaku. (2020). THE EFFICIENCY OF AUDITING AND ITS DETERMINANTS: CASE STUDY REPUBLIC OF KOSOVO. International Journal of Public Sector Performance Management (IJSPM), pp.56 - 67.
- Gresa Mjaku, Akademik Abdylmenaf Bexheti. (2021). DETERMINANTS IN THE PREVENTION OF FINANCIAL MANAGEMENT:CASE STUDY REPUBLIC OF KOSOVO”. International Journal of Public Sector Performance Management” (IJSPM), 438-449.
- Gresa Mjaku Krasniqi. (2022). National audit office in Kosovo (NAO) vs Court of audit in Slovenia (CA)- who has the best performance? Academic Journal of Business, Administration, Law and Social Sciences, 99-113.
- Gresa Mjaku, Akademik Abdylmenaf Bexheti. (2021). ENVIRONMENT CONTROL AND RISK ASSESSMENT AS COSO FRAMEWORK ELEMENTS. International Journal of Auditing Technology (IAUDIT), 165-176.

Additional material/useful links:

- <https://www.icsi.edu/media/webmodules/publications/FULL%20FAA%20PDF.pdf>
- <https://www.sscasc.in/wp-content/uploads/downloads/BCOM/Principles-Practices-of-Auditing.pdf>
- https://archive.mu.ac.in/myweb_test/study%20TYBCom%20Accountancy%20Auditing-II.pdf

Ethical standards

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Subject	FINANCIAL INSTITUTIONS AND CAPITAL MARKETS			
	Type OBLIGATORY (O)	Semester 5	ECTS 6	Code 10FICM418
Aims and Objectives	<p>This course is designed to provide students will a thorough understanding of the importance of financial institutions and capital markets of a developed economy. Money. Money, financial institutions, and financial markets have emerged as instruments of payments for the services of factors of production, such as labor and capital. The use of money facilitates business in a market by acting as a common medium of exchange. Of course, as that market expands and develops on a national and international level, the importance of money, banking, and other financial markets expands to accommodate innumerable exchanges. This course will allow students to examine not only the origins and nature of money, but also the institutions and markets that have evolved to enable the exchange of goods and services worldwide. It will provide you with the opportunity to examine the instruments and strategies assisting production, distribution, and consumption. Also, this course will help you develop an appreciation for important concepts in economics, from interest rates and central banking to stocks, bonds, and foreign exchange</p>			
Learning Outcomes	<p>Upon successful completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> • Identify specific risks in global financial markets, using case studies and current events to argue and document the impact of changes and economic policies. • Analyze the role and influence of financial institutions and the capital market in the global context, using examples and case studies to understand complex interactions and their effects on the global economy. • Apply the concept of the time value of money in analyzing real financial situations, identifying and addressing challenges and opportunities through the acquired knowledge. • Develop in-depth knowledge of specific financial markets and instruments, connecting this understanding with more general knowledge from the program. • Understand the links between monetary policies and economic development, integrating this knowledge into the broader context of the program. • Apply in-depth knowledge about the functioning of the banking system and financial institutions, connecting this understanding with their general program knowledge. • Analyze the performance of financial markets in depth, using key concepts and integrating knowledge from other disciplines to understand the causes and consequences of developments in financial markets. 			
Course Content	Course Plan			Week
	The Role and Importance of Financial Institutions and the Capital Market			1
	The Concept of the "Time Value of Money"			2
	Financial Instruments Markets			3
Monetary Market			4	

	The Structure of Central Banks	5
	Trade in Capital Markets, the Stock Market, and the Hypothesis of Market Efficiency	6
	First Colloquium: Analysis and Discussion of Key	7
	International Financial System: Influence and Role in Local and Global Economies	8
	Institutional Intermediaries: Functioning and Use in	9
	International Monetary Fund: Representation and	10
	Financial Crisis: Identification, Prevention, and	11
	Risk Management: Strategies and Tools for Minimizing	12
	Foreign Exchange Market: Structure and Dynamics of Exchange Rates	13
	Second Colloquium: Complex Analysis of Issues and Competence Development	14
	Conclusion of Lectures: The synthesis of acquired knowledge will be expressed in the Conclusion of Lectures and Reflection, evaluating and processing information to create a comprehensive understanding and connecting lessons with real situations in financial markets	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	70%
	Seminars	20%
	Laboratory	
	Case studies	10%-
	Role play	-
	Problem-based learning	
	Study visits	
Work placement		
Assessment Methods	Assessment Activity	Weight (%)
	Activity	10%
	Individual assignments	30%
	Mid-term Exams	30%, 30%
Assessment Description	Class Activity - evaluates the commitment and contribution of students during the elaboration of topics and tasks within the subject.	
	Paper - includes 30% of the overall assessment, and must contain between 1500 and 2500 words. It is carried out individually and independently by the students. It aims to address the learning outcomes 3, 4, 5, and 6.	
	Mid-Term Exam - is applied through two tests held during one semester, where the first test is applied in the seventh week, while the second test is in the 14th week. These tests contain different tasks and questions that are addressed during the lectures and exercises.	
Course resources	Resources	Number
	Classroom	1
	Laboratory	1
	Moodle	1
	Arduino IDE, Simulator circuits.io	1

	Beamer (Projector)	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Seminars	24
	Exercises	24
	Practice in industry	0
	Self-Learning	76
	Exams	2
Literature/References	Primary Literature:	
	<ul style="list-style-type: none"> • Financial Markets and Institutions, Anthony Saunders • "Financial Markets and Institutions II" – Frederic S. Mishkin, Stanley G. Eakins (2018) (Translated into Albanian) • "Management of Financial Institutions" – Antony Saunders, McGraw-Hill College (3rd Edition) 	
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Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	INVESTMENTS			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10INV303
Aims and Objectives	<p>This course is designed to introduce students to modern portfolio management and financial analysis of investments. It covers expected utility theory, measures of risk and return, the theory of portfolio selection, asset pricing models and their empirical test, the efficient markets hypothesis, and issues in stock portfolio management.</p> <p>Study investment opportunities are important because the investment opportunities of an individual or institutional investor are not only the investment in government papers or only in the region in which the investor is but also in the international markets. With the globalization of investment markets, the investor (individual or institutional) should have greater information and knowledge for their interpretation to take an efficient decision for him with the good combination of return and risk.</p> <p>Therefore, the main objectives of this course are the preparation of students with advanced knowledge in the field of the financial system and capital markets, training and preparation about investment decisions, the evaluation of securities, as well as the diversification of the capital portfolio.</p>			
Learning Outcomes	<p>At the conclusion of this subject students should have the skills to:</p> <ul style="list-style-type: none"> • To understand investment strategies, and to interpret them against the background of capital market theory and the efficient markets paradigm; • Possess advanced knowledge about financial markets and their operation; • To be able to understand, analyze and evaluate the financial position of businesses, investment opportunities, financial institutions and capital market; • To interpret finances and funding sources of financial institutions; • To be able to understand the process of corporate financial risks; • To use the techniques and methods of protection against possible financial risks and crises, as well as being able to manage risk during business activities; • To explain the financing of corporations with securities and financial derivatives in international stock markets. 			
Course Content	Course Plan	Week		
	Investment environment	1		
	Financial instruments markets	2		
	Organization and operation of the financial markets	3		
	Characteristics of an investment: Risk and Return	4		
	Portfolio diversification	5		
	Arbitrage pricing model	6		
	Mid-term exam 1	7		

	Bond characteristics and pricing	8
	Common share characteristics and pricing	9
	Future markets	10
	Financial Crises	11
	Capital budgeting	12
	Investment banks	13
	Mid-term exam 2	14
	Consultations	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	40%
	Seminars	20%
	Exercise	20%
	Simulation with Stata and Iq Option/MetaTrader	20%
Assessment Description	The Individual Project - is an evaluation instrument, where students analyze some of the main indicators of the financial markets, securities, as well as the investment environment. Contains from 1500 to 2500 words. The evaluation of the project is based on its structure, content, and finally the presentation part. The individual project aims to address learning outcomes 1,2,3, and 4.	
	Tests - represent mid-term assessment which is carried out during the semester. More specifically, the first test is applied in the seventh week, while the second test is in the 14th week. They contain 10 to 20 questions, which can be in the form of short essays, tasks, and economic interpretation.	
	Activity - is an evaluation instrument, which is used to evaluate students, and to identify their skills and knowledge in certain issues and problems during lectures and exercises. Addresses all learning outcomes of the subject.	
Assessment Methods	Assessment Activity	Weight (%)
	Activity	10%
	Individual Project	20%
	Mid-term Exams	2x35%
Course resources	Resources	Number
	Classroom	1
	Laboratory	1
	Moodle	1

	<p>Arduino IDE, Simulator circuits.io</p> <p>Beamer (Projector) 1</p> <p>Stata 1</p> <p>IQ Option</p>														
ECTS Workload	<table border="1"> <thead> <tr> <th>Activity</th> <th>Total workload</th> </tr> </thead> <tbody> <tr> <td>Lectures</td> <td>24</td> </tr> <tr> <td>Seminars</td> <td>12</td> </tr> <tr> <td>Exercises</td> <td>12</td> </tr> <tr> <td>Simulation with Stata and Iq Option/MetaTrader</td> <td>12</td> </tr> <tr> <td>Self-Learning</td> <td>84</td> </tr> <tr> <td>Exams</td> <td>6</td> </tr> </tbody> </table>	Activity	Total workload	Lectures	24	Seminars	12	Exercises	12	Simulation with Stata and Iq Option/MetaTrader	12	Self-Learning	84	Exams	6
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Literature/References	<p>Primary Literature:</p> <ul style="list-style-type: none"> Essentials of Investments, Zvi Bodie, Alex Kane, Alan J. Marcus Investimet, Tekst Universitar- Edlira Luçi , Dorina Kripa, Shtepia Botuese:“Pegi”, Botimi i dyte. ISBN 99943-693, 2012. Financat e Korporatave- Gazmend Luboteni , Prishtinë, 2015. <p>Secondary Literature:</p> <ul style="list-style-type: none"> Tregjet dhe Institucionet Financiare- Pjesa I dhe II- Federic Mishkin, Stenly Eakins, Botues Instituti i Hulumtimeve Shkencore VICTORY,Prishtine,2009. The economics of money, banking, and financial markets- Federic Mishkin , Serletis Apostolos. Seventh Canadian Edition. The, Canadian Edition,2019. Financial Markets and Institutions, Anthony Saunders, Marcia Cornett, Business and Economics; 5th edition, 2012. International Financial Markets, Leonardo Auernheimer, University Chicago Press, 2010. Financial Markets and Institutions. Global Edition, Frederik Mishkin, Stanley Eakins, 2011. 														
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Course	BANKING MANAGEMENT			
	TYPE	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10BM302
Aims and Objectives	<p>The lectures include the theoretical foundations of all topics relevant to (commercial) banking. Institutional conditions, including legal foundations and regulations, are discussed for banks in Kosovo. A survey of the organization and legal foundations of banks in other countries complements this discussion. Moreover, specific management accounting tools for banks, as well as financial accounting regulations, are presented. This course aims to study banking, which would allow us to understand the operations, regulations, and problems of the banking sector. To achieve this objective, the student should acquire knowledge and skills.</p>			
Learning outcomes	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • Identify and define theories explaining the existence of financial intermediaries and describe the institutional and legal background of banks. • Apply various methods to identify and assess the main types of risks that banks encounter. • Identify and analyze the causes and consequences of developments in financial markets. • Evaluate the effectiveness of risk management methods based on international banking practice standards. • Propose and develop new methods for risk management in different contexts. • Analyze and assess the effectiveness of standard management tools in addressing various types of risks in banking activities. • Build and develop in-depth knowledge for a career in the finance industry. 			
Course Content	Course Plan			Week
	Introduction to Banks			1
	Central Bank, Activity, and Monetary Policy Management			2
	Types of Banks and Banking Systems in Developed Economies			3

	Banking Products and Services	4
	Interest Rates, Types, and Calculations	5
	Banking Risks, Identification, and Evaluation	6
	Financial Risk Management, Methods, and Techniques	7
	Test 1	8
	Liquidity and Bank Solvency	9
	Functions, Measures, Adaptability, and Banking Capital Planning	10
	Financial Statements, Consolidation, and Measurement of Bank Success	11
	Banking Crises, Crisis Management, and Banking Markets	12
	Marketing Trends and Globalization of Banking Business	13
	Test 2	14
	Conclusion of the Course	15
	Teaching/Learning Activity	Weight (%)
Teaching/Learning Methods	Lectures	50%
	Seminars	20%
	Laboratory	-
	Case studies	10%
	Roleplay	-
	Problem-based learning	10%
	Study visits	-
	Flipped classroom	10%
Assessment Description	Quiz - is an evaluation instrument which takes place twice during the semester and holds 20% of the evaluation weight.	
	Activity - evaluates the commitment and contribution of students during the elaboration of topics and tasks within the subject.	
	Group Project - includes the final work which is done in a group way, but not more than three members. This paper must contain a minimum of 2500 words, and a	

	<p>maximum of 3000 words. Evaluation of the paper is based on content, structure, organization, literature review, results, and final findings. Addresses all course learning outcomes.</p> <p>Final Exam - applied after the end of the lectures and exercises. The exam contains open and closed questions, where the holding time is not greater than 60 minutes. The final exam aims to measure the level of achievement for mastering the main competencies and skills, expressed through all the course learning outcomes.</p>												
Assessment Methods	<table border="1"> <thead> <tr> <th>Assessment Activity</th> <th>Weight (%)</th> </tr> </thead> <tbody> <tr> <td>Quiz 1& 2</td> <td>20%</td> </tr> <tr> <td>Group project</td> <td>30%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> <tr> <td>Attendance and active participation</td> <td>10%</td> </tr> </tbody> </table>	Assessment Activity	Weight (%)	Quiz 1& 2	20%	Group project	30%	Final Exam	40%	Attendance and active participation	10%		
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Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	INSURANCE AND RISK MANAGEMENT			
	Type OBLIGATORY (O)	Semester 5	ECTS 6	Code 10IRM419
Aims and Objectives	<p>This course aims at giving in-depth knowledge of insurance business in terms of structure, products, pricing and risk management. The course gives an overview of risk management; which insurance companies cover within the scope of their insurance activities (in life as well as in non-life insurance). The students will be informed about the importance of the insurance market and employability opportunities within the market.</p>			

Learning Outcomes	<p>After a successful completion of the course participants should be able to comprehend the following learning outcomes:</p> <ul style="list-style-type: none"> • Acquire advanced knowledge in the field of insurance market in Kosovo and beyond. • Understand the most important risk instruments (calculation of premiums and fees, solvency, technical reserves, reinsurance, risk-adjusted performance management and reporting within the insurance market). • Understand and demonstrate knowledge of insurance company funding sources, insurance contracts and provisions, features of property insurance, auto insurance, liability insurance and personal insurance. • Understand the approach to risk management through risk identification, risk measurement and risk management • Understand and identify the risks of insurance projects and the use of techniques and/or methods to protect against these risks. • Develop and demonstrate analytical and problem-solving skills for insurance and risk management through real-life case studies and practical examples. 																																
Course Content	<table border="1"> <thead> <tr> <th data-bbox="472 772 1284 810">Course Plan</th> <th data-bbox="1284 772 1500 810">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="472 810 1284 848">Risk from the insurance perspective</td> <td data-bbox="1284 810 1500 848">1</td> </tr> <tr> <td data-bbox="472 848 1284 886">Risk management</td> <td data-bbox="1284 848 1500 886">2</td> </tr> <tr> <td data-bbox="472 886 1284 924">Insurance activities</td> <td data-bbox="1284 886 1500 924">3</td> </tr> <tr> <td data-bbox="472 924 1284 961">Legal principles of insurance</td> <td data-bbox="1284 924 1500 961">4</td> </tr> <tr> <td data-bbox="472 961 1284 999">Insurance company operations</td> <td data-bbox="1284 961 1500 999">5</td> </tr> <tr> <td data-bbox="472 999 1284 1037">Financial activities of insurance companies</td> <td data-bbox="1284 999 1500 1037">6</td> </tr> <tr> <td data-bbox="472 1037 1284 1075">Mid Term Exam 1</td> <td data-bbox="1284 1037 1500 1075">7</td> </tr> <tr> <td data-bbox="472 1075 1284 1113">Supervision of insurance market</td> <td data-bbox="1284 1075 1500 1113">8</td> </tr> <tr> <td data-bbox="472 1113 1284 1150">Analysis of insurance contracts</td> <td data-bbox="1284 1113 1500 1150">9</td> </tr> <tr> <td data-bbox="472 1150 1284 1188">Property insurance</td> <td data-bbox="1284 1150 1500 1188">10</td> </tr> <tr> <td data-bbox="472 1188 1284 1226">Auto insurance</td> <td data-bbox="1284 1188 1500 1226">11</td> </tr> <tr> <td data-bbox="472 1226 1284 1264">Liability insurance</td> <td data-bbox="1284 1226 1500 1264">12</td> </tr> <tr> <td data-bbox="472 1264 1284 1302">Personal insurance</td> <td data-bbox="1284 1264 1500 1302">13</td> </tr> <tr> <td data-bbox="472 1302 1284 1339">Group Presentations</td> <td data-bbox="1284 1302 1500 1339">14</td> </tr> <tr> <td data-bbox="472 1339 1284 1377">Midterm Exam 2</td> <td data-bbox="1284 1339 1500 1377">15</td> </tr> </tbody> </table>	Course Plan	Week	Risk from the insurance perspective	1	Risk management	2	Insurance activities	3	Legal principles of insurance	4	Insurance company operations	5	Financial activities of insurance companies	6	Mid Term Exam 1	7	Supervision of insurance market	8	Analysis of insurance contracts	9	Property insurance	10	Auto insurance	11	Liability insurance	12	Personal insurance	13	Group Presentations	14	Midterm Exam 2	15
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Assessment Description	<p>Class Activity- an instrument that evaluates the engagement of students actively in discussions on topics that originate from the syllabus of the course. This assessment instrument is designed to include all course learning outcomes.</p> <p>Midterm Exams - are evaluation instruments, which enable students to accumulate 70% of the overall evaluation. They are applied in the 7th week and in the 15th week.</p>																																

	Papers/Presentations - Through the seminar, students will collect data and analyze problems in certain areas of research. The seminar paper is developed in working groups, and includes 2500 to 3000 words. The evaluation of the paper is based on its structure, content, and finally the presentation part. Through this assessment instrument we aim to address one of the learning outcomes depending upon the topic selected.	
Course resources	Resources	Number
	Class activities	1
	Projector	1
	Moodle	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Case studies	24
	Tests	4
	Presentations	2
	Independent Work	96
Literature/References	Primary Literature:	
	<ul style="list-style-type: none"> • Risk Management, Carl L. Pritchard • Rejda, G. E. and McNamara, M. J. (2017). Principles of Risk Management and Insurance 13th Edition, Pearson (ISBN 978-0134082578) • Dhuci, O. (2011). Njohuritë bazë për Riskun dhe Drejtimin e tij, Tiranë • Gashi, Sh. (2011). Analiza e Tregut të sigurimeve, Instituti i Statistikës, Prishtinë 	
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Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p>	

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Subject	CONSUMER BEHAVIOUR			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10CB331
Aims and Objectives	<p>Consumer behavior focuses on” Why” and” How” consumers take specific decisions and behave in certain ways. The course aims at exposing the students about the main concepts of consumer behaviour, such as what motivates them, what attracts their attention, what makes them loyal to specific products, services, and brands. To answer the question why people, buy and consume, the course reviews different aspects of consumers and their behaviours, such as motivation, personality, knowledge, attitude and buying and consuming decision-making processes.</p> <p>Consumer behavior seeks to understand consumer culture and macroeconomic conditions as well as the role of family and society. It involves studying of how goods impact our lives and how products, services and consumption activities effect social life.</p> <p>This course focuses on understanding and predicting consumer behavior by integrating theories from psychology, sociology, anthropology, and economics.</p> <p>Through this course students will understand the consumers’ perspective a) in the market; b) as individuals; c) as decision-makers and d) under the influence of cultures and different group of references.</p>			
Learning Outcomes	<p>After completion of this module, students will have benefited and personalized additional understanding about theories and practices of CB.</p> <p>Upon completion of the course students will be able to:</p> <ul style="list-style-type: none"> • Identify the key marketing factors that affect consumer behaviour • Relate key perception elements with consumer behavior within a specific sector • Define the principal theories of consumer behaviours learning, motivation, values • Indicate the importance of segmentation, targeting, differentiations and positioning strategies in relation to specific consumers • Associate consumer behavior decision making to real world problems and groups of references • Recognize the current trends, lifestyles, technologies and communication methods that effect potential and loyal consumers • Illustrate a research case study of consumer behavior issue within a specific industry, as a group assignment 			
Course Content	Course Plan			Week
	Presentation on Syllabus & An Introduction to Consumer Behaviour			1
	Consumer and social well being			2
	Perception and Interpretation			3
	Learning and memory			4

	Motivation and affect	5
	Segmentation, demography, income, and social class	6
	First Colloquium	7
	Decision-Making	8
	Attitude and Persuasive Communication	9
	The Life Style, Personality and Values	10
	Shopping, Buying, Evaluating, and, Disposing	11
	Consumer Knowledge and Reference Groups	12
	Reference Groups and Social Media	13
	The second colloquium	14
	Presentation of the seminar works	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	1. Lectures	40%
	2. Seminars	25%
	3. Laboratory	-
	4. Case studies	10%
	5. Flipped classroom	10%
	6. Problem-based learning	10%
	7. Study visits	5%
Assessment Methods	Assessment Activity	Weight (%)
	1. Participation in lectures	10%
	2. Course assignment/Seminar	30%
	3. First colloquium	30%
	4. Second colloquium	30%
Assessment Description	Class Activity - an instrument that evaluates the engagement of students actively in discussions on topics that originate from the syllabus of the course. This assessment instrument is designed to include all course learning outcomes	
	Seminar - students who carry out research or seminar work are supported with 30% of the overall assessment. The seminar should contain between 2000 and 2500 words.	
	Tests - represent mid-term assessment which is carried out during the semester. More specifically, the first test is applied in the seventh week, while the second test is in the 14th week. They contain 10 to 20 questions, which can be in the form of short essays, tasks, and economic interpretation.	
Course resources	Resources	Number
	1. Class (e.g)	1
	2. Laboratory (e.g)	
	3. Moodle	1
	4. Software SPS	
	5. Projector	1
	Activity	Total workload

ECTS Workload	1. Lectures	24
	2. Seminars	40
	3. Exercises	12
	4. Practical work in the industry	-
	5. Self-study	72
	6. Exams	2
Literature/References	Primary literature:	
	<ul style="list-style-type: none"> • Consumer behavior and marketing strategy, Paul Peter, Jerry C. Olson • Semiha Loca. (2013). "Sjellja Konsumatore". Libraria UBT. • Sjellja konsumatore: Vjollca Bakiu, (2007) 	
Ethical standards	Secondary literature:	
	<ul style="list-style-type: none"> • Michael R. Solomon. (2017). Consumer Behavior, BUYING, HAVING AND BEING. Pearson.. • GIZ-SANECA. (2018). Udhërrëfytes mbi legjislacionin shqiptar për konsumatorin • Andrew Smith. (2019). Consumer Behaviour and Analytics (Mastering Business Analytics). Routledge 	
<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>		

Subject	BRAND AND PRODUCT MANAGEMENT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10BPM332
Aims and Objectives	<p>This course aims to develop students' understanding of fundamentals of Product and Brand Management. The aim of Product Management Part is to make students understand competition at product level as well as brand level, from New Product Development and Innovation point of view. The course will include topics in brand services, brand building steps / process, methods of measuring brand equity, ways to promote brand equity, strategies in brand management. The importance of new technology trends in brand creation and promotion will also be discussed.</p>			

	<p>The objectives of the course are:</p> <ul style="list-style-type: none"> - To cover the main concepts of product and brand management. - To describe the process how to establish brand identity and build brand equity. - To make students understand the effective branding strategies for both consumer and business products/services, with the insights from marketing analytics, ethics and understanding of new technology trends in branding process. 																												
Learning Outcomes	<p>At the completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Describe the importance of Product Management & New Product Development • Define key concepts of brand creation process and brand management • Associate the basic concepts between a product and a brand strategy • Describe the process and methods how to identify brand identity and build brand equity. • Indicate the relation of the concept of branding in real life situations, brand equity measurement • List various brand creation tools, technology trends and criteria to build brand value and loyalty • Recognize Ethics and Spirituality aspects for Product and Brand Management 																												
Course Content	<table border="1"> <thead> <tr> <th data-bbox="448 1062 1252 1115">Course Plan</th> <th data-bbox="1252 1062 1479 1115">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="448 1115 1252 1167">Introduction to Product Management</td> <td data-bbox="1252 1115 1479 1167">1</td> </tr> <tr> <td data-bbox="448 1167 1252 1220">Product Planning</td> <td data-bbox="1252 1167 1479 1220">2</td> </tr> <tr> <td data-bbox="448 1220 1252 1272">Product Category Analysis</td> <td data-bbox="1252 1220 1479 1272">3</td> </tr> <tr> <td data-bbox="448 1272 1252 1325">New Product development</td> <td data-bbox="1252 1272 1479 1325">4</td> </tr> <tr> <td data-bbox="448 1325 1252 1377">Brand and Brand Management</td> <td data-bbox="1252 1325 1479 1377">5</td> </tr> <tr> <td data-bbox="448 1377 1252 1430">Brand Equity and Value chain</td> <td data-bbox="1252 1377 1479 1430">6</td> </tr> <tr> <td data-bbox="448 1430 1252 1482">Test 1</td> <td data-bbox="1252 1430 1479 1482">7</td> </tr> <tr> <td data-bbox="448 1482 1252 1535">Measuring Sources of Brand Equity: Capturing Consumer Attention</td> <td data-bbox="1252 1482 1479 1535">8</td> </tr> <tr> <td data-bbox="448 1535 1252 1587">Brand Valuation and Brand Loyalty</td> <td data-bbox="1252 1535 1479 1587">9</td> </tr> <tr> <td data-bbox="448 1587 1252 1640">Brand Life cycles and Organizational Designs</td> <td data-bbox="1252 1587 1479 1640">10</td> </tr> <tr> <td data-bbox="448 1640 1252 1692">Brand Architecture</td> <td data-bbox="1252 1640 1479 1692">11</td> </tr> <tr> <td data-bbox="448 1692 1252 1745">Brand Equity Measurement</td> <td data-bbox="1252 1692 1479 1745">12</td> </tr> <tr> <td data-bbox="448 1745 1252 1797">Ethics and Spirituality for Product and Brand Management</td> <td data-bbox="1252 1745 1479 1797">13</td> </tr> </tbody> </table>	Course Plan	Week	Introduction to Product Management	1	Product Planning	2	Product Category Analysis	3	New Product development	4	Brand and Brand Management	5	Brand Equity and Value chain	6	Test 1	7	Measuring Sources of Brand Equity: Capturing Consumer Attention	8	Brand Valuation and Brand Loyalty	9	Brand Life cycles and Organizational Designs	10	Brand Architecture	11	Brand Equity Measurement	12	Ethics and Spirituality for Product and Brand Management	13
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	Presentations	14
	Test 2	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	50%
	Case studies and exercises	30%
	Problem-based learning	20%
Assessment Methods	Assessment Activity	Weight (%)
	Activity	15%
	Final Project	25%
	Tests	60%
Assessment Description	Activity - aims to evaluate the dedication and engagement of students throughout the lectures and exercises. Addresses all learning outcomes.	
	Final Project - assessment instrument, includes about 25% of the final assessment, is applied in groups, and its volume is 2500 to 3000 words. The evaluation of this project is based on its structure, content, and finally the presentation part. Aim to address learning outcomes 1,2,3.	
	Tests - short-term evaluation instruments, which enable students to be exempted from the final exam if they achieve positive results. The first test is applied in the seventh week, while the second test in the 15th week.	
Course resources	Resources	Number
	Class (e.g)	1
	Moodle	1
	Projector	1
ECTS Workload	Activity	Total workload
	Lectures	30
	Final Project	20
	Case studies and exercises	15
	Self-study	83
	Exam/Tests	2
Literature/References	Primary Literature	
	<ul style="list-style-type: none"> • Keller, L,K. (2017). Menaxhimi Strategjik i Markës. Botimi i katërt. Global Edition 	

	<ul style="list-style-type: none"> • Anil, A. (2021). Product and Brand Management. Marketing Management Specialization. Nirali Prakashan Publishing • Strategic Brand Management, 4 th edition, Kevin Lane Keller, Prentice-Hall, 2013 <p>Secondary Literature</p> <ul style="list-style-type: none"> • <u>Foroudi</u>, Mohammad Mahdi, <u>Foroudi</u>, <u>Pantea</u> (2021). Corporate Brand Design: Developing and Managing Brand Identity, Routledge • The Strategy of Global Branding and Brand Equity <u>Alvin Lee</u>, <u>Jinchao Yang</u>, <u>Richard Mizerski</u>, <u>Claire Lambert</u>, Routledge, 2015 <p>Publications</p> <ul style="list-style-type: none"> • Marmullaku B.: “Developing sustainable business strategies for SMEs: challenges and opportunities for SMEs in developing countries - case study of SMEs in Kosovo” (IJEEM, United Kingdom, Vol. VI, Issue 5, May 2018) https://ijecm.co.uk/wp-content/uploads/2018/05/6513.pdf • Marmullaku B.: “Marketing strategies of SMEs based on product life cycle – a study among SMEs in Kosovo” (IJEEM, United Kingdom, August 2015 – vol 3, issue 9) https://ijecm.co.uk/wp-content/uploads/2015/09/3937.pdf
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Subject	DIGITAL MARKETING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10DM333
Aims and Objectives	<p>The purpose of this course is to provide students with knowledge about the essentials of digital marketing and its importance for success in marketing. In addition, the purpose is to provide students a broad understanding of digital marketing and equip them with practical skills and knowledge to plan, execute, and optimize effective digital marketing campaigns. The course is structured as a various of topics, each covering a specific</p>			

	aspect of digital marketing. The course may be further divided into smaller sections, and students may have to complete assessments or projects to demonstrate their understanding.																																
Learning Outcomes	<p>At the completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Recognize the importance of digital marketing and digital marketing strategies for business success. • Describe the online customer behavior, CRM and the role of CRM in companies. • Describe the process of Web development and design. • Define the digital marketing tactics such as SEO, PPC, SMM, Content, Email and Mobile Marketing • Explain how data analysis and optimization in digital marketing are done. • Identify emerging trends in digital marketing based on market needs. • Extend the knowledge in practice (case studies and industry) 																																
Content	<table border="1"> <thead> <tr> <th>Weekly Plan</th> <th>Week</th> </tr> </thead> <tbody> <tr> <td>Introduction to Digital Marketing</td> <td>1</td> </tr> <tr> <td>Digital Marketing Strategy</td> <td>2</td> </tr> <tr> <td>Online buying behavior</td> <td>3</td> </tr> <tr> <td>Online Market Research</td> <td>4</td> </tr> <tr> <td>Introduction to CRM</td> <td>5</td> </tr> <tr> <td>Web Development and Design</td> <td>6</td> </tr> <tr> <td>Test 1</td> <td>7</td> </tr> <tr> <td>Digital Marketing Tactics -SEO</td> <td>8</td> </tr> <tr> <td>PPC Advertising</td> <td>9</td> </tr> <tr> <td>Content Marketing</td> <td>10</td> </tr> <tr> <td>Social Media Marketing</td> <td>11</td> </tr> <tr> <td>Email and Mobile Marketing</td> <td>12</td> </tr> <tr> <td>Web Analytics and Conversion Optimization</td> <td>13</td> </tr> <tr> <td>Presentations of projects</td> <td>14</td> </tr> <tr> <td>Test 2</td> <td>15</td> </tr> </tbody> </table>	Weekly Plan	Week	Introduction to Digital Marketing	1	Digital Marketing Strategy	2	Online buying behavior	3	Online Market Research	4	Introduction to CRM	5	Web Development and Design	6	Test 1	7	Digital Marketing Tactics -SEO	8	PPC Advertising	9	Content Marketing	10	Social Media Marketing	11	Email and Mobile Marketing	12	Web Analytics and Conversion Optimization	13	Presentations of projects	14	Test 2	15
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Assessment Description	<p>Activity- evaluation instrument during exercises and lectures. Where it evaluates the engagement of students in various discussions and simulations during the semester. It aims to address all learning outcomes of the subject.</p> <p>Group Project - comprises 20% of the final assessment, is applied in groups, and contains 2500 to 3000 words. Project evaluation is done in several stages: structure, content, findings, etc. Students should choose a company/brand and analyze the digital marketing of the company/brand, SWOT analysis, Digital Marketing tactics, digital media presence, etc. Aims to address learning outcomes 1-7.</p> <p>Individual Project - comprises 10% of the final assessment, is applied individually, and contains an practical assignment regarding the digital marketing field (example; regarding a content about a brand web page, SEO, etc). Aims to address learning outcomes 3,4,7.</p> <p>Tests - the first test is applied after the end of the seventh week, while the second test after the end of the 15th week. They include 60% of the final evaluation. They contain 12 to 17 questions, and their duration is no longer than 60 minutes.</p>												
Course resources	<table border="1"> <thead> <tr> <th data-bbox="440 831 1268 867">Resources</th> <th data-bbox="1268 831 1490 867">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 867 1268 903">Classroom (e.g)</td> <td data-bbox="1268 867 1490 903">1</td> </tr> <tr> <td data-bbox="440 903 1268 938">Lab (e.g)</td> <td data-bbox="1268 903 1490 938"></td> </tr> <tr> <td data-bbox="440 938 1268 974">Moodle</td> <td data-bbox="1268 938 1490 974">1</td> </tr> <tr> <td data-bbox="440 974 1268 1010">LCD Projector</td> <td data-bbox="1268 974 1490 1010">1</td> </tr> <tr> <td data-bbox="440 1010 1268 1058">Laptop</td> <td data-bbox="1268 1010 1490 1058">1</td> </tr> </tbody> </table>	Resources	Number	Classroom (e.g)	1	Lab (e.g)		Moodle	1	LCD Projector	1	Laptop	1
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ECTS Workload	<table border="1"> <thead> <tr> <th data-bbox="440 1058 1268 1094">Activity</th> <th data-bbox="1268 1058 1490 1094">Total workload</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 1094 1268 1129">Lectures</td> <td data-bbox="1268 1094 1490 1129">26</td> </tr> <tr> <td data-bbox="440 1129 1268 1165">Seminars</td> <td data-bbox="1268 1129 1490 1165">30</td> </tr> <tr> <td data-bbox="440 1165 1268 1201">Exercises</td> <td data-bbox="1268 1165 1490 1201">13</td> </tr> <tr> <td data-bbox="440 1201 1268 1236">Self-learning</td> <td data-bbox="1268 1201 1490 1236">77</td> </tr> <tr> <td data-bbox="440 1236 1268 1285">Exam</td> <td data-bbox="1268 1236 1490 1285">4</td> </tr> </tbody> </table>	Activity	Total workload	Lectures	26	Seminars	30	Exercises	13	Self-learning	77	Exam	4
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Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> • Digital marketing strategy, Glen L. Urban • E Marketingu. Udhëzues themelor i marketingut në botën digjitale. Përkthyer nga Kujtim Hameli. Stokes,R 2018 • eMarketing. The essential guide to marketing in a digital world (6th. ed.). Stokes, R. 2018 <p>Secondary literature:</p> <ul style="list-style-type: none"> • Marketing 4.0 Moving from traditional to digital. 1st ed. Kotler, P., Hoboken John Wiley & Sons. 2017. • Digital Marketing: A Practical Approach, Alan Charlesworth. Routledge, 2018 • The application of social media marketing in enterprises in Kosovo. UET. Beqiri, G. 2017 • The effect of social media marketing compared to traditional marketing on sales: A study of enterprises in Kosovo. WSEAS Trans. Bus. Econ, 18, 402-410. Beqiri, G & Bello, K. 2021 • Other relevant verified internet-based sites. (Google Analytics, Semrush, Bing, etc) 												

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Subject	MARKETING AND SALES MANAGEMENT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10MSM330
Aims and Objectives	<p>The course provides a good knowledge base in sales and sales management. The whole concept of the subject is based on customer relationships.</p> <p>The essential purpose of the course is to offer you basic elements of the market, sales policies, personal sales, sales process, systematic sales talks, customer service.</p>			
Learning Outcomes	<p>Upon completion of the module, students should be able to:</p> <ul style="list-style-type: none"> • To understand the basic concepts of marketing and sales management. • To understand external and internal sales components based on relationships and explain the key success factors for the seller's performance. • To understand the processes and elements involved in relationship-based sales and the importance of an organization that is focused on the customer. • To explain the negotiation process, closing methods and time management and sales territory. • To interpret the importance of using the information to understand buyers and sellers and how the CRM (customer relationship management) system serves to help vendors manage information. • To apply a sense of the presentation features of the sale. • To use the main issues and criteria that make up the recruitment and selection of sellers. 			
Course Content	Course Plan			Week

	1. Guidance Lectures / Introduction to Sales and S.M.	1
	2. Understanding buyers and sellers as a participant in circulation	2
	3. Building value in the sales process	3
	4. Ethical and legal issues	4
	5. The Sales Process and dissonance between seller and buyer.	5
	6. The general skills that every salesman should have	6
	7. Midterm Exam 1	7
	8. Simple sales patterns and best practices	8
	9. Maintaining customer relationships	9
	10. Performance management	10
	11. Recruitment of retailers	11
	12. Selling trainers	12
	13. Compensation and motivation of retailers	13
	14. Midterm Exam 2	14
	15. Presentations	15
Teaching/Learning Methods	Activity	Weight (%)
	1. Lectures	50%
	2. Group project/Seminars	20%
	3. Case Study	30%
	4. Problem-based learning	-
	5. Role play	-
	6. Practice	-
	7. Study visits	-
	8. Work placement	-
Assessment Methods	Assessment Activity	Weight (%)
	1. Participation	10%
	2. Group Project/Seminar	30%
	3. Midterm Exam 1	30%

	4. Midterm Exam 2	30%														
Assessment Description	<p>The activity- includes actively engaging the students in discussions on topics that originate from the course syllabus. This assessment instrument is designed to include all the learning outcomes of the course Syllabus.</p> <p>Group Project/Seminar - The project will be developed in working groups, no more than three people. The volume of the project will be between 2500 and 3000 words. Project evaluation includes three main pillars: structure, content, and presentation. Through this evaluation instrument we will aim to address the learning outcomes 1,2,3.</p> <p>Midterm Exams - are evaluation instruments that are applied in week 7 and in week 14. They include 15-20 questions that address the topics covered during the semester. Holding time is from 45 to 60 minutes.</p>															
Course resources	<table border="1"> <thead> <tr> <th>Resources</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>1. Class (e.g)</td> <td>1</td> </tr> <tr> <td>2. Laboratory (e.g)</td> <td>-</td> </tr> <tr> <td>3. Moodle</td> <td>1</td> </tr> <tr> <td>4. Software MATLAB/SPSS/SIMULINK</td> <td>-</td> </tr> <tr> <td>5. Projector</td> <td>1</td> </tr> <tr> <td>6. Table and marker</td> <td>1</td> </tr> </tbody> </table>	Resources	Number	1. Class (e.g)	1	2. Laboratory (e.g)	-	3. Moodle	1	4. Software MATLAB/SPSS/SIMULINK	-	5. Projector	1	6. Table and marker	1	
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Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> Selling And Sales Management, David Jobber, Geoff Lancaster, Pearson Education Limited Weinberg, Mike (2013) Sales Management, Simplified – Published by HarperCollins Leadership. <p>Secondary literature:</p> <ul style="list-style-type: none"> Johnston, Mark W and Greg W Marshall (2013), Contemporary Selling: Building Relationships, Creating Value - 4th edition. MTD Training & Ventus Publishing ApS (2010) - BookBoon, Basic Selling Skills. The Top Ten Best Selling Tips of all Time, John Westman, 2013 															
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Ethical standards	<p>original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>
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Subject	OPPORTUNITY DEVELOPMENT AND BUSINESS PLANNING			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	100DBP323
Aims and Objectives	<p>The subject Development of Business Opportunities and Business Planning aims to provide students with sufficient knowledge to identify and differentiate business opportunities based on the entrepreneurial process and applying the structures for planning and development of business models. Students should be able to gather information and perform feasibility studies for their potential businesses, plan their businesses and develop a business plan.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Knowledge and understanding of business opportunities assessment • Knowledge and understanding of different business models • Knowledge and understanding of value creation processes • Knowledge and understanding of the feasibility study • Knowledge and understanding of the market and competition in the market • Knowledge and understanding of the role of IT in capturing business opportunities • Knowledge of the role and importance of finance in business 			
Learning Outcomes	<p>Upon successful completion of this orientation, students will be able to:</p> <ul style="list-style-type: none"> • Understand the process of new business creation; • Describe strategic management concepts to formulate and implement organizational strategies; • Knowledge and understanding of the techniques and methods for performing the analysis of the internal and external environment of the organization; • Identify and apply propitiate strategies that are used to increase business performance; • Demonstrate knowledge in business planning; 			

	<ul style="list-style-type: none"> • Use innovation as an opportunity for business development; • Assess the role of entrepreneurial activity and innovation in the success of new enterprises 																																
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Assessment Description	<p>Class Activity- Through the activity process we will aim to supervise and observe students while they perform activities in lectures and exercises, and this assessment instrument is in harmony with all the learning outcomes of the course.</p>																																
	<p>Test 1 - short-term evaluation instrument which includes 10% of the final evaluation. It is applied in the seventh week the holding time is 60 minutes.</p>																																
	<p>Business Plan - assessment instrument which includes 40% of the final assessment. It takes place in groups of 3 to 5 people. Where the students will prepare a plan which will contain details of how the business will be developed, when the action decisions will be made, who will participate in the implementation of this plan and how the money will be managed. It aims to address outcomes 1, 3, and 4.</p>																																

	Final Exam - applied after the end of the lectures, it aims to measure the level of achievements for mastering the main competencies and skills, expressed through all the learning outcomes of the course.
Course resources	Resources Number
	Classroom 1
	Laboratory -
	Moodle 1
	Arduino IDE, Simulator circuits.io -
Beamer (Projector) 1	
ECTS Workload	Activity Total workload
	Lectures 24
	Seminars 12
	Case studies 24
	Exercises 12
	Self-Learning 76
Exams 2	
Literature/References	Primary Literature
	<ul style="list-style-type: none"> • A Short Course in International Business Plans, Robert L. Brown, Alan S. Gutterman • Sipärmarrja (translated book), Peggy A. Lambing & Charles R. Kuehl, Pearson New International Edition 4, 2018 • Preparing Effective Business Plans: An Entrepreneurial Approach by Bruce R. Barringer
Literature/References	Secondary Literature
	<ul style="list-style-type: none"> • Emerging Business Opportunities: For the Entrepreneur in You by Balamurugan KGS (2018) • Handbook of Research on Global Business Opportunities by Bryan Christiansen (2014) • Identifying Business Opportunities: A Guide to Choosing a Suitable Business by Anthony Ekanem (2017) • From Idea to Launch at Internet Speed: How to Identify and Develop Profitable Opportunities by Catherine Kitcho - Pele Publications – 2001; • Porter, Michael (2009), Competitive Strategy: Techniques for Analysing Industries and Competitors, Licenced under Jacobs Foundation Global Text Project
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p>

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Subject	CONTEMPORARY MANAGEMENT												
Aims and Objectives	<table border="1" data-bbox="431 478 1490 558"> <thead> <tr> <th data-bbox="431 478 878 520">Type</th> <th data-bbox="878 478 1008 520">Semester</th> <th data-bbox="1008 478 1243 520">ECTS</th> <th data-bbox="1243 478 1490 520">Code</th> </tr> </thead> <tbody> <tr> <td data-bbox="431 520 878 558">OBLIGATORY (O)</td> <td data-bbox="878 520 1008 558">5</td> <td data-bbox="1008 520 1243 558">6</td> <td data-bbox="1243 520 1490 558">10CM320</td> </tr> </tbody> </table> <p>This course provides students an in-depth exposure to the skills necessary to manage an organization in today’s rapidly changing marketplace. It introduces selected theories, principles and techniques of contemporary management science and their application to current business developments.</p> <p>Students develop skills in the planning, organizing, controlling, personnel management, leading, stakeholder management information services. Students will also have the opportunity to think critically about, and reflect upon, contemporary management practice in organizations.</p> <p>The objectives of the course are:</p> <ul style="list-style-type: none"> • Students through Contemporary Management to utilize enterprise resources and lead the target market • Develop strategies and professional performance measurements of employees to achieve the overall objectives of the enterprise 	Type	Semester	ECTS	Code	OBLIGATORY (O)	5	6	10CM320				
Type	Semester	ECTS	Code										
OBLIGATORY (O)	5	6	10CM320										
Learning Outcomes	<p>At the conclusion of this subject students should have the skills to:</p> <ul style="list-style-type: none"> • Develop an understanding of theories, principles and techniques of contemporary management science and organizational behavior and their application to current business practices. • Develop skills in the planning, organizing, personnel and financial management, leading, marketing, stakeholder management • Analyze and assess how to conceptualize organizational needs in relation to change • Understanding diversity within the workplace and how it affects managerial decision making • Promote critical thinking and reflexivity about professional practice as managers. • Demonstrate practical knowledge in overcoming employee challenges, fostering motivation and team spirit. 												
Course Content	<table border="1" data-bbox="431 1755 1490 2049"> <thead> <tr> <th data-bbox="431 1755 1243 1787">Course Plan</th> <th data-bbox="1243 1755 1490 1787">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="431 1787 1243 1818">Management, and manager’s duties</td> <td data-bbox="1243 1787 1490 1818">1</td> </tr> <tr> <td data-bbox="431 1818 1243 1850">Traditional and Contemporary Issues and Challenges</td> <td data-bbox="1243 1818 1490 1850">2</td> </tr> <tr> <td data-bbox="431 1850 1243 1881">The Environmental Context of Management</td> <td data-bbox="1243 1850 1490 1881">3</td> </tr> <tr> <td data-bbox="431 1881 1243 1976">Managing Strategy, Strategic Planning and decision making process</td> <td data-bbox="1243 1881 1490 1976">4</td> </tr> <tr> <td data-bbox="431 1976 1243 2049">Managing New Venture Formation and Entrepreneurship</td> <td data-bbox="1243 1976 1490 2049">5</td> </tr> </tbody> </table>	Course Plan	Week	Management, and manager’s duties	1	Traditional and Contemporary Issues and Challenges	2	The Environmental Context of Management	3	Managing Strategy, Strategic Planning and decision making process	4	Managing New Venture Formation and Entrepreneurship	5
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	Organization Process and organizational strategy	6
	Midterm Exam 1	7
	Managing Organization Change and Innovation	8
	Managing Human Resources in Organizations	9
	The Leading Process	10
	Managing Employee Motivation and Performance	11
	Managing Interpersonal Relations and Communication	12
	The Controlling Process	13
	Midterm Exam 2	14
	Students presentations	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	1. Lectures	40%
	2. Seminars	20%
	3. Exercises	20%
	4. Case studies	20%
Assessment Methods	Assessment Activity	Weight (%)
	1. Interactivity	10%
	2. Seminars	20%
	3. Midterm Exams	70%
Assessment Description	Interactivity - Includes 10% of the final grade. It evaluates students' knowledge and their engagement during exercises and lectures. Addresses all learning outcomes of the subject.	
	Seminar paper - through the paper, students will collect data and analyze problems in certain segments within the course. It is applied in working groups, and includes 2000 to 2500 words. The evaluation of the seminar paper is based on its structure, content, and finally the part of the presentation. This assessment instrument addresses learning outcomes 3, 4, and 5.	
	Midterm Exams - mid-term evaluation tests are applied, which identify students' knowledge along the topics covered in advance. It includes 10 to 20 questions, which can be open questions or closed questions.	
Course resources	Resources	Number
	1. Classroom (e.g)	1
	2. Moodle	1
	3. Projector	1
ECTS Workload	Activity	Total workload
	1. Lectures	24
	2. Exercises	12
	3. Seminars	12
	4. Case study	6
	5. Self- study	94
	6. Final exam	2
Literature/References	Primary literature	
	<ul style="list-style-type: none"> Contemporary management, Gareth R. Jones, Jennifer M. George, MC Grow Hill. Ermira Shehu (2022), Summary of Lectures. Miller, Jeffrey (2019) Everyone Deserves a Great Manager: The 6 Critical Practices for Leading a Team. New York: Simon and Schuster. 	
	Secondary literature	

	<ul style="list-style-type: none"> • Habecker, Eugene. (2018) <i>The Softer Side of Leadership: Essential Soft Skills that Transform Leaders and the People They Lead</i>. Sisters, Oregon: Deep River Books • Minter, Harriet. (2020) <i>Great TED Talks: Leadership - An Unofficial Guide with Words of Wisdom from 100 TED Speakers</i>. San Diego: Portable Press. • Gareth R. Jones, Jennifer M. George, Mary Barrett, Beverly Honig, (2016) <i>Contemporary Management</i>, McGraw-Hill Education Australia, • Haans, R. F. J., Pieters, C., & He, Z. - L. (2016). Thinking about U: Theorizing and testing U - and inverted U -shaped relationships in strategy research. <i>Strategic Management Journal</i>, 37(7): 1177 -1195 • Suddaby, R., Hardy, C., & Huy, Q (2011). Introduction to special topic forum: Where are the new theories of organization? <i>Academy of Management Review</i>, 36(2): 236 -246. • Ricky W. Griffin, <i>Management</i>, Houghton Mifflin Company, Boston, New York, preferable the last edition. • Richard H. Hall, Pamela S. Tolbert, (2008). <i>Organizations. Structures, Processes, and Outcomes</i>, Pearson Prentice Hall, New Jersey. • Mahmutaj, L.R., Jusufi, G., Zylfijaj, K. and Grubi K.A. (2015). The Role of Quality Management Practices in Improving the Efficiency and Effectiveness of Financial Services; <i>Mediterranean Journal of Social Sciences</i>, 6(2 S5), pp.218-225. • Zylfijaj, K., Rexhepi, L., and Grubi, K. (2014). Authoritarian leadership vs. participative leadership in organizations. In <i>Beyond the horizon of tempus projects: theory and practice of project management</i>, pp. 447-454. Bologna University.
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Subject	ENTREPRENEURSHIP AND INNOVATION MANAGEMENT			
	Type	Semester	Type	Code
	OBLIGATORY (O)	4	OBLIGATORY	10HRM256

<p>Aims and Objectives</p>	<p>The course applies key theories in entrepreneurship and innovation in a contemporary context including entrepreneurship and innovation in new industries, emerging industries, new technologies, public services and sustainable development. The course aims to explore the skills that entrepreneurs should have in identifying, systematizing and developing entrepreneurial and innovative opportunities. Within the subject, methods and techniques, strategies and areas of entrepreneurship and innovation are discussed.</p> <p>The course also addresses the fundamental aspects that managers should consider when managing innovations and entrepreneurship in business organizations. In addition, this course explores the skills that every manager needs in order to manage innovation in enterprise. The course will focus on strategies and methods of starting up venture that excel at identifying, building and commercializing innovations in different societal aspects.</p> <p>The objectives of the course are:</p> <ul style="list-style-type: none"> • To develop Entrepreneurial mindset among students To enable students to appreciate the dynamic changes happening in the business 																																
<p>Learning Outcomes</p>	<p>On completion of the course students should be able to:</p> <ul style="list-style-type: none"> • Assess the role of entrepreneurial activity and innovation in the success of new enterprises • Develop and analyze situations that enable entrepreneurship and innovation • Critically evaluate techniques, methods and strategies for advancing innovation and entrepreneurship • Explain analytically the types of innovations and their importance in creating opportunities and competitive advantage for businesses • Understand, analyze and describe the role of government, technology, education and contemporary trends in entrepreneurship and innovation <ul style="list-style-type: none"> • Demonstrate knowledge on the process of identification, development and implementation of innovation and entrepreneurship 																																
<p>Course Content</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Course Plan</th> <th style="text-align: right;">Week</th> </tr> </thead> <tbody> <tr> <td>Innovation economics, competitiveness and</td> <td style="text-align: right;">1</td> </tr> <tr> <td>Sources of innovation and entrepreneurship</td> <td style="text-align: right;">2</td> </tr> <tr> <td>Systemic entrepreneurship (individual, industry, process)</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Social innovation and sustainability</td> <td style="text-align: right;">4</td> </tr> <tr> <td>Systems of innovation challenges and perspectives</td> <td style="text-align: right;">5</td> </tr> <tr> <td>R&D, Knowledge and Innovation</td> <td style="text-align: right;">6</td> </tr> <tr> <td>Mid exam 1</td> <td style="text-align: right;">7</td> </tr> <tr> <td>Globalization, regionalization and innovation</td> <td style="text-align: right;">8</td> </tr> <tr> <td>Organizational innovation, process and networks</td> <td style="text-align: right;">9</td> </tr> <tr> <td>Innovative manufacturing, products and services</td> <td style="text-align: right;">10</td> </tr> <tr> <td>Innovation diffusion</td> <td style="text-align: right;">11</td> </tr> <tr> <td>Government, Science, Technology and Innovation Policy</td> <td style="text-align: right;">12</td> </tr> <tr> <td>Measuring innovation and entrepreneurship, indices and</td> <td style="text-align: right;">13</td> </tr> <tr> <td>Students presentations</td> <td style="text-align: right;">14</td> </tr> <tr> <td>Mid exam 2</td> <td style="text-align: right;">15</td> </tr> </tbody> </table>	Course Plan	Week	Innovation economics, competitiveness and	1	Sources of innovation and entrepreneurship	2	Systemic entrepreneurship (individual, industry, process)	3	Social innovation and sustainability	4	Systems of innovation challenges and perspectives	5	R&D, Knowledge and Innovation	6	Mid exam 1	7	Globalization, regionalization and innovation	8	Organizational innovation, process and networks	9	Innovative manufacturing, products and services	10	Innovation diffusion	11	Government, Science, Technology and Innovation Policy	12	Measuring innovation and entrepreneurship, indices and	13	Students presentations	14	Mid exam 2	15
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Teaching/Learning Methods	<ol style="list-style-type: none"> 2. Seminars 3. Laboratory 4. Case studies 	<p>20%</p> <p>20%</p> <p>40%</p>
Assessment Methods	<p>Assessment Activity</p> <ol style="list-style-type: none"> 1. Class Activity 2. Assignment/Seminar 3. Quiz 4. Midterm Exam 	<p>Weight (%)</p> <p>10%</p> <p>20%</p> <p>10%</p> <p>60%</p>
Assessment Description	<p>Midterm Exams- Tests include a mid-term evaluation period during the semester. More specifically, in the 7th week, the first test is organized, which contains the teaching materials covered from the first week to the sixth week. Then in the 15th week, the second test is also applied. These tests include 10 to 15 questions, where the nature of the questions is varied, including essay questions, optional questions, etc.</p> <p>Seminar - preliminary research on a certain problem, which is elaborated in groups, but no more than three students. Evaluation of this instrument is based on technical structure, content, findings, and practical implications.</p> <p>Class Activity - measures the evaluation of students in discussions and debates of a scientific nature within the subject, and includes 10% of the evaluation. It aims to address all learning outcomes.</p> <p>Quiz- is a short-term evaluation instrument, which is used to evaluate students, and to identify their skills and knowledge on certain issues within the course.</p>	
Course resources	<p>Resources</p> <ol style="list-style-type: none"> 8. Classroom 9. Moodle 10. Projector 	<p>Number</p> <p>1</p> <p>1</p> <p>1</p>
ECTS Workload	<p>Activity</p> <p>Lectures</p> <p>Exercise</p> <p>Seminars</p> <p>Independent learning</p> <p>Exams</p>	<p>Total</p> <p>24</p> <p>12</p> <p>18</p> <p>94</p> <p>2</p>
Literature/References	<p>Primary literature</p> <ul style="list-style-type: none"> • Managing innovation and entrepreneurship, Robert D. Hisrich • Shehu, E. (2022) Summary of lectures • Tim Mazzarol, Sophie Reboud (2020). Entrepreneurship and Innovation. 4th Edition, Springer. • Tim Mazzarol, Sophie Reboud (2020). Workbook for Entrepreneurship and Innovation (2020). 4th Edition, Springer <p>Secondary literature</p> <ul style="list-style-type: none"> • Blank, S. Dorf, B. (2020) The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company 1st Edition, Wiley 	

	<ul style="list-style-type: none"> • GEM (Global Entrepreneurship Monitor) (2023). Global Entrepreneurship Monitor 2022/2023 Global Report: Adapting to a “New Normal”. London: GEM. • European Commission (2023). European Innovation Scoreboard. Directorate General for Research and Innovation • Christensen, C. M. (2016) The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change), Harvard Review Press. • Elias G. Carayannis, Elpida T. Samara, Yannis L. Bakouros (2015). Innovation and Entrepreneurship. Springer International Publishing Switzerland. DOI 10.1007/978-3-319-11242-8 • Oli R. M. and Henk W. V. (2021) Business Model Innovation in Transforming Economies: A Co-Evolutionary Perspective for a Global and Digital World. Management and Organization Review 17:2, 202-225 • Ries, E. (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, The New York Times. • David J. Storey, Francis J. Greene, Joseph Hassid, Irene Fafaliou. (2011) Entrepreneurship for Small and Medium Enterprises, Kritiki. • Goffin, K. and R. Mitchell (2010) Innovation Management, 2nd edn. London: Pearson. • Drucker, P. (2008). The Essential Drucker. The Best of Sixty Years of Peter Drucker’s Essential Writings on Management, Harper Business: US.
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person’s work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor’s level, the similarity index must be below 15%, and for Master’s level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>

Subject	SME MANAGEMENT			
	Type	Semester	ECTS	Cod
	OBLIGATORY (O)	5	6	10SMEM425

Goals and Objectives	<ul style="list-style-type: none"> - To create adequate basic knowledge on Manage. - Explanation of the definition of SMEs, the role and importance of SMEs on economy, development, organization of businesses by ownership. - Develop appropriate student skills in order to be competent for self-employment. - Promote entrepreneurial and managerial skills. 																																
Learning Outcomes	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Explain the purpose of Small and Medium Enterprise Management and its role; (OP1)-(MSI1) • To interpret the main assumptions and concepts of SMEs (OP1)-(MSI1) • To evaluate the role of SMEs in relation / exchange (OP1)-(MSI4) • To identify the dimensions of industry and businesses (OP2)-MSI7) • Expand opportunities to manage small and medium-sized enterprises (OP2)-(MSI4) • To develop and manage knowledge with planning, building organizational structures of enterprises, individual behavior, group behavior, teamwork and employee motivation. (OP9)-(MSI6) • To measure the value created by SMEs. (OP7)-(MSI7) 																																
Content	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Weekly plan</th> <th style="text-align: right;">Week</th> </tr> </thead> <tbody> <tr> <td>Introduction - Definition of Small and Medium Business</td> <td style="text-align: right;">1</td> </tr> <tr> <td>Entrepreneurship and entrepreneurship as creators of small and</td> <td style="text-align: right;">2</td> </tr> <tr> <td>Creating and organizing small and medium business:</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Franchise as a form of business creation</td> <td style="text-align: right;">4</td> </tr> <tr> <td>Strategic Managing SME s(Process of Strategic Managing),</td> <td style="text-align: right;">5</td> </tr> <tr> <td>Organization of business</td> <td style="text-align: right;">6</td> </tr> <tr> <td>Test 1</td> <td style="text-align: right;">7</td> </tr> <tr> <td>Consumer market and behavior</td> <td style="text-align: right;">8</td> </tr> <tr> <td>Marketing knowledge</td> <td style="text-align: right;">9</td> </tr> <tr> <td>Financial institutions and their role in supporting business:</td> <td style="text-align: right;">10</td> </tr> <tr> <td>Financial management of business;</td> <td style="text-align: right;">11</td> </tr> <tr> <td>Staff Employment and Managing of Human Resource;</td> <td style="text-align: right;">12</td> </tr> <tr> <td>Aspects of information and communication technology in business</td> <td style="text-align: right;">13</td> </tr> <tr> <td>Test 2</td> <td style="text-align: right;">14</td> </tr> <tr> <td>Final Exam</td> <td style="text-align: right;">15</td> </tr> </tbody> </table>	Weekly plan	Week	Introduction - Definition of Small and Medium Business	1	Entrepreneurship and entrepreneurship as creators of small and	2	Creating and organizing small and medium business:	3	Franchise as a form of business creation	4	Strategic Managing SME s(Process of Strategic Managing),	5	Organization of business	6	Test 1	7	Consumer market and behavior	8	Marketing knowledge	9	Financial institutions and their role in supporting business:	10	Financial management of business;	11	Staff Employment and Managing of Human Resource;	12	Aspects of information and communication technology in business	13	Test 2	14	Final Exam	15
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Methods of assessment	Evaluation activity	Weight (%)
	<ol style="list-style-type: none"> 1. Quiz 2. Group project 3. Midterm Exam 4. Final exam 	<p>10%</p> <p>10%</p> <p>20%+20%</p> <p>40%</p>
Assessment Description	<p>Quiz - is a short-term assessment instrument, which is used to assess students, and to identify their skills and knowledge on certain issues within the course.</p> <p>Group Project - is applied through the work, or any case study. Contains 2500 to 3000 words. It is worked in group form.</p> <p>Midterm Exams/Final Exam-midterm exam 1 &2 are applied during the semester, and accumulate 40% of the overall evaluation. While the final exam is applied after the end of the lectures, it includes open and closed questions. Holding time is 60 to 90 minutes.</p>	
Resources and tools of concretization	Means	Number
	<ol style="list-style-type: none"> 1. Class (e.g) 2. Laboratory (e.g) 3. Moodle 4. Softuer MATLAB/SPSS/SIMULINK 5. Projector 	<p>1</p> <p>1</p> <p>1</p> <p>-</p> <p>1</p>
Loads and activities	Type of activity	Total load
	<ol style="list-style-type: none"> 1. Lectures 2. Work shops 3. Laboratory 4. Practice in industry 5. independent teaching 6. Exams 	<p>24</p> <p>24</p> <p>-</p> <p>12</p> <p>84</p> <p>6</p>
Literature/Reference	<p>Primary literature:</p> <ul style="list-style-type: none"> • Ndërmarrjet e vogla dhe të mesme në Kosovë (Analizë krahasuese dhe hulumtim empirik), Lulzim Beqiri • Strategic Management - Bahri Musabelliu, Donika Kercini, Alketa Bejko. University text. - Author: Bahri Musabelliu, Donika Kercini, Alketa Bejko. - Publishing House: "Maluka". – Year of Publication: 2016. • Muhamet Mustafa, Enver Kutllovci, Petrit Gashi, Besnik Krasniqi: Small and Medium Business - Creation, Management and Growth of Businesses, RIINVEST, Pristina 2006; • Marsela Robo & Andrea Xhavara: Basics of entrepreneurship, Tirana 2012; <p>Secondary literature:</p> <ul style="list-style-type: none"> • Johnson et al; MEST DANIDA Project: Entrepreneur, Pristina 2011 • Papers from the international conference and journal 2022 -2023 	
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Subject	INTERNATIONAL BUSINESS AND STRATEGY			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10IBS340
Aims and Objectives	<p>The objective of this course is to familiarize students with a broad range of theoretical and practical perspectives on the strategy and organization of national and international firms. The course gives an overview of the main theoretical approaches to the management of national and international firms. The course probes the ultimate determinants of firms' productivity rooted in their strategies and operating practices, the vitality of their locations, and the quality of the business environment in which they compete. The course provides a sufficient foundation in industry competition and competitive strategy to allow students without management training to grasp course concepts.</p>			
Learning Outcomes	<p>After completion of the course, students should be able to comprehend the following competences:</p> <ul style="list-style-type: none"> - Enumerate and describe the most important strategies used by international firms - Summarize the key perspectives of industrial, institutional, resource-based, transaction cost and culture theories used in international business literature. - Address international trade and strategic market entries (e.g. direct and indirect exports, licensing, strategic alliances, greenfield investments, mergers & acquisitions) - Apply some of the fundamental methods and tools used by international firms regarding their organisational structures and corporate governance - Articulate the limitations of different strategic management theories 			
Course Content	Course Plan		Week	
	<ul style="list-style-type: none"> • Strategy 		1	

	<ul style="list-style-type: none"> • Institutions, Politics, Laws and Economics 2 • Industry Competition 3 • International Firm Resources and Capabilities 4 • Communication and Negotiations across Countries 5 • Trading Internationally 6 • Midterm Exam 1 7 • Exchange Rates 8 • Investing Abroad 9 • Strategic Alliances 10 • Organisational Structures of International Firms 11 • International Human Resources and Corporate Governance 12 • Summary and Case Presentations 13 • Presentations 14 • Midterm Exam 2 15 										
Teaching/Learning Methods	<table border="0"> <thead> <tr> <th style="text-align: left;">Teaching/Learning Activity</th> <th style="text-align: right;">Weight (%)</th> </tr> </thead> <tbody> <tr> <td>• Lectures</td> <td style="text-align: right;">60%</td> </tr> <tr> <td>• Exercises and projects/team work</td> <td style="text-align: right;">40%</td> </tr> </tbody> </table>	Teaching/Learning Activity	Weight (%)	• Lectures	60%	• Exercises and projects/team work	40%				
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Assessment Description	<p>Activity - is an assessment instrument that is applied from week 1 to week 15. It involves the students' active engagement in discussions of the topics covered in the lectures that originate from the course syllabus. This assessment instrument is designed to include all the learning outcomes of the course Syllabus.</p>										
	<p>Midterm Exam 1&2 - through the tests developed during the semester, students will have the opportunity to accumulate a part of the assessment. The</p>										

	<p>colloquium will be held in week seven and I will cover the topics covered from week 1 to week 6; while, colloquium 2 will be held in week 15 and will cover the topics covered from week 8 to week 13. The colloquiums will contain 10 to 15 questions, and will be a combination of essay questions, multiple choice questions and questions correct/incorrect. The duration of colloquiums will not be longer than 45 minutes.</p> <p>Verbal Presentation - is the evaluation instrument, which will be applied in week 14. Students will choose one of the topics covered in the lectures and present the topic in one word in a real company in Kosovo. The purpose of the presentation is to expand students' knowledge of the topics covered and apply them to the real world. The evaluation of the presentation will be done on the preparation of the chosen topic, the collected information, the content of the topic, the skills of the presentation and the answers provided during the questions presented.</p>															
<p>Course resources</p>	<table border="1"> <thead> <tr> <th data-bbox="459 716 1271 758">Resources</th> <th data-bbox="1271 716 1464 758">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="459 758 1271 800">• Class Activities (Lectures & Exercises)</td> <td data-bbox="1271 758 1464 800">1</td> </tr> <tr> <td data-bbox="459 800 1271 842">• Moodle</td> <td data-bbox="1271 800 1464 842">1</td> </tr> <tr> <td data-bbox="459 842 1271 884">• Projector</td> <td data-bbox="1271 842 1464 884">1</td> </tr> <tr> <td data-bbox="459 884 1271 993">• Exercises Book</td> <td data-bbox="1271 884 1464 993">1</td> </tr> </tbody> </table>	Resources	Number	• Class Activities (Lectures & Exercises)	1	• Moodle	1	• Projector	1	• Exercises Book	1					
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Subject	<p>INTERNATIONAL MARKETING MANAGEMENT</p> <table border="1" data-bbox="467 793 1459 873"> <thead> <tr> <th data-bbox="467 793 906 835">Type</th> <th data-bbox="906 793 1084 835">Semester</th> <th data-bbox="1084 793 1263 835">ECTS</th> <th data-bbox="1263 793 1459 835">Code</th> </tr> </thead> <tbody> <tr> <td data-bbox="467 835 906 873">OBLIGATORY (O)</td> <td data-bbox="906 835 1084 873">5</td> <td data-bbox="1084 835 1263 873">6</td> <td data-bbox="1263 835 1459 873">10IMM341</td> </tr> </tbody> </table>	Type	Semester	ECTS	Code	OBLIGATORY (O)	5	6	10IMM341
Type	Semester	ECTS	Code						
OBLIGATORY (O)	5	6	10IMM341						
Aims and Objectives	<p>The course aims at exposing the students to the international marketing activities, marketing in and global forces transforming the international business today. The course develops a general perspective about managing international business both in operational as well as strategic context.</p> <ul style="list-style-type: none"> - Through this course students will comprehend the international and global market potential, within the marketing mix strategies, and coordinate the managerial efforts for successful implementation. - Through this course students would understand the consequent changes in firm's operating environments such as political, legal, cultural and economic environments. 								
Learning Outcomes	<p>Upon completion of the course students will be able to:</p> <ul style="list-style-type: none"> - Define basic international marketing concepts, theories, principles, and terminology. - Identify international and global marketing strategies by applying marketing mix concept - Explain the effect of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities. - Identify international customers through conducting marketing research and developing cross-border segmentation and positioning strategies. - List the differences between international marketing and global marketing activities 								

	- Recognize the international and global Marketing Strategies that Enterprises in Kosovo apply	
Course Content	Course Plan	Week
	General characteristics of the course. Introduction to	1
	Development and Specifications of International	2
	International Marketing in the Enterprise	3
	Access and Positioning of International Marketing	4
	Cultural, economic, technological environment and	5
	International Marketing Determinants	6
	Test 1	7
	International Marketing Research	8
	The penetration strategies in foreign markets	9
	Penetration in foreign markets through export	10
	Globalization and international marketing	11
	International Marketing and Globalization in Kosovo	12
	International Marketing and Globalization in Kosovo	13
	Enterprises: Some stories of success / Visit by a guest speaker	
Test 2	14	
Consultation	15	
Teaching/Learning Methods		Weight (%)
	6. Lectures	40%
	7. Exercises	20%
	8. Case studies/Seminars	20%
	9. Problem-based learning	20%
Assessment Methods	Assessment Activity	Weight (%)
	5. Activity	10%
	6. Course	20%
	7. Tests	70%
Assessment Description	Activity - Through the activity process we will aim to supervise and observe students while they perform activities in lectures and exercises, and this assessment instrument is in harmony with all the learning outcomes of the course.	
	Project/Seminar - is an evaluation instrument, where students accumulate 20% of the overall evaluation. It must include a minimum of 1500 words and a maximum of 2000 words. Aims to address learning outcomes 3 and 6.	
Course resources	Resources	Number
	11. Class (e.g)	1
	12. Laboratory (e.g)	
	13. Moodle	1
	14. Software MATLAB/SPSS/SIMULINK	
	15. Projector	1
	16.	

ECTS Workload	Activity	Total
	7. Lectures 8. Seminars 9. Exercises 10. Practical work in the industry 11. Self-study 12. Exams	24 38 12 72 4
Literature/References	Primary literature:	
	<ul style="list-style-type: none"> - Nehat Ramadani. (2018). Marketingu Ndërkombëtar. UBT. - International Marketing, Philip Cateora, John Graham - Philip Cateora. Et. Al. (2019). ISE International Marketing. McGraw-Hill Interamericana de España S.L.; 18th edition (February 9, 2021) - Masaaki Kotabe. (2016). Global Marketing Management. Wiley 	
Ethical standards	Secondary literature:	
	<ul style="list-style-type: none"> - Lectures authorized by the lecturer of the selected subject and materials. (2023) - Case Studies from verified electronic/internet sources. <p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	INTERNATIONAL CORPORATE GOVERNANCE AND MANAGEMENT							
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Type	Semester	ECTS	Code					
OBLIGATORY (O)	5	6	10CIM430					
Aims and Objectives	<p>The process of globalization highlighted the need to reconceptualise the interaction of companies with market supervisory bodies, in order to increase competition and face the challenges of the global market. In the globalized economy we live in today, companies from countries with weak corporate governance systems are less competitive on the market.</p> <p>For this reason, the need for good corporate governance is important as it helps companies meet their capital needs outside of traditional sources of financing, so that they can expand and be internationally competitive.</p> <p>The subject Management of international corporations as an interdisciplinary scientific discipline includes a comparative analysis of the management of large companies-corporations, as specific businesses organized in the form of companies in the USA, Great Britain, France, Germany, Japan and other countries. of the world.</p> <p>The objectives of the course are to provide students with basic knowledge about the management of international corporations, as well as to deal in detail with the need for better management of international corporations in both the public and private sectors, and at the same time the knowledge and experience gained from the management of international corporations so that they can apply them in corporate management in the local context.</p> <p>In general, the main objective will be to study corporate governance models in countries that have adopted the best corporate governance practices.</p>							
Learning Outcomes	<p>After successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> - Understand the role and importance of good corporate governance; - To understand the principles and best practices of corporate governance at the global level, including the OECD and other international organizations; - Critically evaluate the risk related to not implementing the best practices of good corporate governance; - To work in teams offering the most optimal model of corporate governance for corporations in the Republic of Kosovo; - To apply the acquired doctrinal experiences in the practice of corporate operation; - Critically analyse some of the control and risk management strategies of international corporations. 							
	<table border="1"> <thead> <tr> <th data-bbox="456 2018 1219 2053">Course Plan</th> <th data-bbox="1219 2018 1399 2053">Week</th> </tr> </thead> </table>	Course Plan	Week					
Course Plan	Week							

Course Content	Introduction to International Corporate Governance	1
	Benefits and the importance of Good Corporate Governance , Corporate Governance Theories	2
	Principles of Good Corporate Governance and Social Governance VS Management within the Corporation	3
	Key players in Corporate Governance	4
	Remuneration of Board of Directors and CEOs	5
	Case studies	6
	The role and position of Chief Executive Officer of a	7
	Auditing and International Corporate Governance	8
	Risk Control and Risk Management	9
	Financing and investment decisions	10
	Governance of Public Enterprises	11
	Corporate Governance in USA, United Kingdom, France, Germany, Japan and other countries of the	12
	Case studies	13
	Consultation	14
		15
	Final Exam	
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	10. Lectures	30%
	11. Presentations	10%
	12. Case studies	40%
	13. Simulation of roles	30%
	14. Solving problems (problem-based learning)	10%
Assessment Methods	Assessment Activity	Weight (%)
	8. Activity	30%
	9. First Case Study	20%
	10. Second Case Study	20%
	11. Final Exam	30%
The report between theoretical and practical part	<p>Activity - The activity includes actively engaging the students in discussions on topics that originate from the course syllabus. This assessment instrument is designed to include all the learning outcomes of the course Syllabus.</p> <p>Case Studies - are evaluation instruments, applied in separate groups, where each group contains a minimum of 3 people and a maximum of 5 people. The volume of case studies is 1000 to 1500 words.</p>	
	<p>The report between theoretical and practical part in the context of the course is:</p> <ul style="list-style-type: none"> • The theoretical part will include 30% of the course and • The practical part will include 70% of the course 	
Course resources	Resources	Number
	17. Class (e.g)	1
	18. Laboratory (e.g)	1

	19. Moodle	1
ECTS Workload	Activity	Total
	13. Lecture	24
	14. Case Studies	24
	15. Seminar	12
	16. Independent study	88
	17. Final exam	2
Literature/References	Primary literature:	
	<ul style="list-style-type: none"> • Corporate Governance and Accountability, Jill Solomon, Aris Solomon • Aziri, B. (2020). Qeverisja e Korporatave. Tetovë, North Macedonia: ArbëriaDesing. • Tracy Dathe, René Dathe, Isabel Dathe, Marc Helmold. (2022). Corporate Social Responsibility (CSR), Sustainability and Environmental Social Governance (ESG): Approaches to Ethical Management, Publisher: Springer; 1st ed. 2022 edition (March 1, 2022). • Bob Tricrer. (2020). Corporate Governance: Principles, Policies, and Practices 4th Edition, Oxford University Press; 4th edition. 	
	Secondary literature:	
	<ul style="list-style-type: none"> • Zabihollah Rezaee. (2019). Business Sustainability, Corporate Governance, and Organizational Ethics, Wiley; 1st edition (November 6, 2019). • Thomas Clarke. (2017). International Corporate Governance: A Comparative Approach, Publisher: Routledge; 2nd edition (May 3, 2017) 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical</p>	

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Subject	INTERNATIONAL BUSINESS NEGOTIATIONS			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	5	6	10IBN343
Aims and Objectives	<p>The purpose of this course is to elaborate on the key determinants of negotiating and closing deals successfully in any business environment. The course provides an overview of how various factors and contexts affect negotiation processes and outcomes, providing key mechanisms for dealing with difficult issues and dealing with difficult negotiators.</p> <p>To achieve this purpose, the course will focus on the following objectives:</p> <ul style="list-style-type: none"> • Learning and understanding the scope of negotiations in international business (stakeholders, structures, situations, etc.) • Learning and understanding a wide range of theoretical and practical perspectives on negotiation methods and strategies • Learning and understanding methods for analyzing negotiations in general and to prepare more effectively for future negotiations • Learning and understanding decision-making processes, taking into account the development of the negotiation process and its impact on achieving a successful outcome • Learning and understanding the importance of team collaboration and business negotiation team management expertise. 			
Learning Outcomes	<p>After completing the course, students will be able to:</p> <ul style="list-style-type: none"> • Describe and interpret the importance of stakeholders, structures and situations in negotiations • Identify negotiation theories and relate them to practical negotiation cases • Define strategic and tactical thinking and explain real business negotiation problems • Describe and explain effective and ineffective negotiation strategies and practices • To define and interpret common action plans for the successful realization of negotiations and to be able to anticipate changes. 			
Course Content	Course Plan			Week
	Syllabus explanation and Introduction to Negotiation fundamentals			1
	Negotiation subprocesses and contexts			2
	Preparing for negotiations locally & internationally			3
	Individual differences			4
Strategies and tactics in negotiations. The negotiation process			5	

	Substantive behavior: offers and concessions	6
	Test 1 - Mid Term Exam	7
	Cultures in negotiations	8
	Communication in international negotiations	9
	Fairness in negotiations	10
	Best practices and strategies in negotiations	11
	The future of international negotiations	12
	Negotiation fundamentals	13
	Presentations	14
	Test 2 - Final Exam	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	40 %
	Exercises/ Seminars	30 %
	Laboratory	
	Problem-based learning	10 %
	Case studies	20 %
Assessment Methods	Assessment Activity	Weight (%)
	Activity	10%
	Test 1 – Mid term	30%
	Individual assignment/Seminar	20%
	Final exam	40%
Assessment Description	The activity- includes actively engaging the students in discussions on topics that originate from the course syllabus. This assessment instrument is designed to include all the learning outcomes of the course Syllabus.	
	Test 1- includes 30% of the evaluation, and is applied in the seventh academic week. They may include 15 to 20 questions, where the nature of the questions is varied, including essay questions, optional questions, etc.	
	Seminar - Through the seminar, students will collect data and analyze problems in certain fields of research. The seminar paper is developed in working groups, and includes 2000 to 2500 words. The evaluation of the seminar paper is based on its structure, content, and finally the part of the presentation. Through this evaluation instrument we will aim to achieve the learning outcomes from 1 to 3 according to the syllabus.	
	Final Exam - The exam is an evaluation instrument that takes place after the lectures. Depending on the subject, the exam contains 15 to 20 questions, and its duration is 90 minutes. The exam questions fully cover the material covered during a semester, and are consistent with the course learning outcomes.	
Course resources	Resources	Number
	Class Activities (Lectures & Exercises)	1
	Moodle	1
	Projector	1
	Books, slides	1
	Exercises Book	1
ECTS Workload	Activity	Total workload
	Lectures	30

	Seminars	30
	Laboratory	
	Self-study	90
Literature/References	Primary literature:	
	<ul style="list-style-type: none"> • International negotiation, Victor A. Kremenyuk • Lewicki, R. J., Barry, B., Saunders, D. (2015). Negotiation: Readings. Exercises and Cases. 7th ed. Mc Graw Hill Education. • Charles W.L.Hill & G.Tomas M. Hult. (2019). Biznesi Ndërkombëtar. Shtëpia botuese: AADF 	
Literature/References	Secondary literature:	
	<ul style="list-style-type: none"> • Pervez N. Ghauri. (2020). International Business Negotiations. Edward Elgar Publishing • Helmold, M., Dathe, T., Hummel, F., Terry, B., & Pieper, J. (2020). Successful International Negotiations. Springer International Publishing. 	
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies. Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>	

Subject	BUSINESS ETHICS			
	Type	Semester	ECTS	Code
	ELECTIVE (E)	5	3	10BE392
Aims and Objectives	Business ethics is a critical component across all sectors of industry. This module explores critical ethical challenges and regulations across key business areas, including finance,			

	<p>accounting, human resources, marketing, and retail. Emphasizing the vital role of ethics in management, the course addresses legal risks and impacts of unethical behavior on businesses, employees, and consumers. It focuses on fostering ethical decision-making and social responsibility in business practices, equipping students with the skills to navigate ethical dilemmas in the contemporary business environment.</p>																																
<p>Learning Outcomes</p>	<p>After completion of this module students will be able to:</p> <ul style="list-style-type: none"> • Recognize and analyze ethical dilemmas and challenges in various business contexts, including finance, accounting, human resources, marketing, and retail. • Learn and apply frameworks for ethical decision-making to real-world business scenarios, demonstrating the capacity to make informed ethical choices in professional settings. • Critically assess the impacts of business decisions on employees, consumers, and society at large, considering both legal and ethical implications. • Understand and advocate for ethical and social responsibility in business practices, emphasizing the importance of ethical leadership in the business community. • Propose and implement solutions to ethical challenges in business, enhancing the ability to navigate complex ethical landscapes in professional environments. 																																
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Assessment Description	<p>Ethical Dilema Journal: Students maintain a reflective journal throughout the course, documenting their thoughts and reflections on how business decisions impact employees, consumers, and society. This method assesses their comprehension of the course material and its application to real-world business ethics, promoting self-awareness and continuous learning.</p> <p>Research Essay: Students write a research essay on a specific topic in business ethics, exploring ethical theories and concepts. This essay assesses their understanding of foundational ethical principles and their ability to critically analyze and articulate these concepts in a structured, coherent written format.</p> <p>Case Study: Students analyze real-life or hypothetical case studies relevant to business ethics. They identify ethical issues, apply ethical decision-making frameworks, and propose solutions. This assessment method tests their ability to understand and navigate complex ethical scenarios, demonstrating critical thinking and problem-solving skills.</p>												
Course resources	<table border="1"> <thead> <tr> <th data-bbox="394 627 1247 659">Resources</th> <th data-bbox="1255 627 1490 659">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="394 659 1247 693">1. Classroom (e.g)</td> <td data-bbox="1255 659 1490 693">1</td> </tr> <tr> <td data-bbox="394 693 1247 726">2. Moodle</td> <td data-bbox="1255 693 1490 726">1</td> </tr> <tr> <td data-bbox="394 726 1247 760">3. Case studies</td> <td data-bbox="1255 726 1490 760">10</td> </tr> <tr> <td data-bbox="394 760 1247 816">4. Projector</td> <td data-bbox="1255 760 1490 816">1</td> </tr> </tbody> </table>	Resources	Number	1. Classroom (e.g)	1	2. Moodle	1	3. Case studies	10	4. Projector	1		
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Subject	DATA SCIENCE			
	Type	Semester	ECTS	Code
Aims and Objectives	ELECTIVE (E)	5	3	10DS390
	<p>In today's world, important decisions made by individuals and society at large are data-driven, therefore understanding the fundamentals of Data Science is essential in this regard. Data Science is the study of the generalizable extraction of knowledge from data.</p> <p>Data Science is a course introducing the essential elements of data science: data management, summarizing and visualizing data, utilizing basic ideas of statistical inference, and machine learning. Students will gain hands-on experience using the Python programming language and Jupyter notebooks. Data Science can be viewed as a hybrid between a computing course focused on programming and algorithms, and a statistics course focusing on estimation and inference.</p> <p>The ultimate goal of the Data Science course is to learn the skills you need to perform well as a data scientist. It is the perfect incorporation of business judgment, statistics, algorithms, machine learning techniques and tools that will help you in understanding how to identify patterns and gain insights from raw data. This information will help the organization make big decisions related to their business.</p> <p>The syllabus of data science is not just limited to the structuring of data in a comprehensive manner. It can be extended to analyzing data that involves both unstructured and structured data. The algorithms and tools taught through the course will help you in understanding the predictive analysis aspect of data science. This information can be used to influence the present way of handling business as well as help them make future decisions. The syllabus of data science is designed in such a way that you get the required knowledge in the field of business knowledge, tools, and statistics and are well equipped to face the challenges of any organization in the industry.</p> <p>This course will transform you from a passive consumer of conclusions about data that other people have made to an informed, empowered, and critical reader, evaluator, and producer of data-driven insights. This course will also set you up for further advanced study in data science. In addition, data science is practically a prerequisite for many professions, so this course may be a powerful investment in your career.</p>			

Learning Outcomes	<p>By the end of this course, students will be able to:</p> <ul style="list-style-type: none"> • Manage, summarize, and visualize data using the Python programming language and Jupyter notebooks and communicate results effectively to stakeholders; • Use principles of statistics to design to assist businesses in making data-automated decisions; • Be able to list the steps involved in data science, from data acquisition to insight, and describe the role of each step; • Understand the various issues (buzzwords and jargon) surrounding data science, like machine learning and deep learning, artificial intelligence, algorithms, big data, and more; • Apply data to make informed predictions about possible outcomes in real scenarios. 																																
Course Content	<table border="1"> <thead> <tr> <th data-bbox="440 575 1279 611">Course Plan</th> <th data-bbox="1279 575 1500 611">Week</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 611 1279 646">Introduction to Data Science</td> <td data-bbox="1279 611 1500 646">1</td> </tr> <tr> <td data-bbox="440 646 1279 682">Python Basics</td> <td data-bbox="1279 646 1500 682">2</td> </tr> <tr> <td data-bbox="440 682 1279 718">Python Lists</td> <td data-bbox="1279 682 1500 718">3</td> </tr> <tr> <td data-bbox="440 718 1279 753">Functions and Packages</td> <td data-bbox="1279 718 1500 753">4</td> </tr> <tr> <td data-bbox="440 753 1279 789">SciPy Stack – NumPy</td> <td data-bbox="1279 753 1500 789">5</td> </tr> <tr> <td data-bbox="440 789 1279 825">SciPy Stack – Matplotlib</td> <td data-bbox="1279 789 1500 825">6</td> </tr> <tr> <td data-bbox="440 825 1279 861">Test I</td> <td data-bbox="1279 825 1500 861">7</td> </tr> <tr> <td data-bbox="440 861 1279 896">Dictionaries (I)</td> <td data-bbox="1279 861 1500 896">8</td> </tr> <tr> <td data-bbox="440 896 1279 932">Dictionaries (II)</td> <td data-bbox="1279 896 1500 932">9</td> </tr> <tr> <td data-bbox="440 932 1279 968">SciPy Stack – Pandas</td> <td data-bbox="1279 932 1500 968">10</td> </tr> <tr> <td data-bbox="440 968 1279 1003">Logic, Control Flow and Filtering</td> <td data-bbox="1279 968 1500 1003">11</td> </tr> <tr> <td data-bbox="440 1003 1279 1039">Loops (Data Structures)</td> <td data-bbox="1279 1003 1500 1039">12</td> </tr> <tr> <td data-bbox="440 1039 1279 1075">Loops (Data Frames)</td> <td data-bbox="1279 1039 1500 1075">13</td> </tr> <tr> <td data-bbox="440 1075 1279 1110">Test II</td> <td data-bbox="1279 1075 1500 1110">14</td> </tr> <tr> <td data-bbox="440 1110 1279 1146">Presentation of works</td> <td data-bbox="1279 1110 1500 1146">15</td> </tr> </tbody> </table>	Course Plan	Week	Introduction to Data Science	1	Python Basics	2	Python Lists	3	Functions and Packages	4	SciPy Stack – NumPy	5	SciPy Stack – Matplotlib	6	Test I	7	Dictionaries (I)	8	Dictionaries (II)	9	SciPy Stack – Pandas	10	Logic, Control Flow and Filtering	11	Loops (Data Structures)	12	Loops (Data Frames)	13	Test II	14	Presentation of works	15
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Assessment Description	<p>Activity- is applied to evaluate students' knowledge and skills during lectures and exercises. It aims to address all learning outcomes.</p> <p>Individual Assignment - applied between the project, or any study case. It is worked individually. It should include 1500 to 2500 words. The evaluation of the project goes through several stages, starting with the content and structure, and finally the defense part. This assessment instrument addresses the learning outcomes from 1,2,3,4.</p> <p>Final Exam - applied after the end of the lectures and exercises. The exam contains open and closed questions, where the holding time is not greater than 60 minutes. The final exam aims to measure the level of achievement for mastering the main competencies and skills, expressed through all the learning outcomes of the course.</p>								
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Activity	Total workload								
1. Lectures	30								
2. Laboratory	30								
3. Assignments	15								
Literature/References	<p>Primary Literature:</p> <ul style="list-style-type: none"> • Jake VanderPlas: Python Data Science Handbook, 2nd Edition, ISBN: 978-1098121228 • Joel Grus: Data Science - First Principles with Python, 2nd edition, ISBN:9781492041122 <p>Secondary Literature:</p> <ul style="list-style-type: none"> • James, Witten, Hastie, Tibshirani: An Introduction to Statistical Learning 								
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person's work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor's level, the similarity index must be below 15%, and for Master's level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible through the student handbook or the college website.</p>								

Subject	DECISION MAKING THEORY			
	Type	Semester	ECTS	Code
	ELECTIVE (E)	5	3	10DMT391
Aim and Objectives	The purpose of this subject is to learn the basic concepts of decision-making in business. To become familiar with managerial styles and decision-making criteria as well as the forms and types of individual and group decision-making. Also, special importance will be given to the implementation of the process of decision-making in the enterprise.			
Learning Outcomes	<p>After successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> To become familiar with the general concept of theories and methods of business decision making, entrepreneurship and management Distinguish between individual and group decision making and the methods used To get to know the methods, models, techniques of scientific decision making in managerial decisions. To understand game theory and utility theory for use in decision making. 			
Course Content	Course Plan			Week
	Introduction to decision making			1
	Management and decision making			2
	Decision making process			3
	Management, Leadership and decision making			4
	Individual and group decision making			5
	Methods and models of decision making			6
	Midterm I			7
	Conditions and techniques of decision making			8
	Expected value and decision making tree			9
	Decision making criteria			10
	Utility Theory			11
	Practical exercise in finding the expected value			12
	Game Theory			13
	Analysis of seminar papers and homework			14
Midterm II			15	
Teaching/Learning Methods	Activities			Pesha (%)
	Lectures			40%
	Seminar			20%
	Case studies			40%
Assessment Methods	Assessment Activity			Pesha (%)
	Midterm exam			2*50%
Assessment Description	Midterm Exams - The tests include a midterm evaluation period during the semester. More specifically, after the 7th week, the first test is organized, which contains the teaching materials covered from the first week to the sixth week. Then in the 15th week, the second test is organized. These tests include 15 to 20 questions, where the nature of the questions is varied, including essay questions, optional questions, etc. These assessment instruments include learning outcomes from 1 to 4.			
Course Resources	Resources			Numri
	Class (e.g)			1

	Moodle	1
	Projektor	1
ECTS Workload	Activity type	Ngarkesa total
	Lectures	30
	Self-Learning	43
	Tests	2
Literature/References	<p>Primary Literature</p> <ul style="list-style-type: none"> • Games, Strategies and Decision Making, Joseph E. Harrington • Menaxhmenti dhe Vendosja, I.Kuka; J.Pula; B.Krasniqi , 2019 • Marrja e vendimeve menaxheriale, V.Kume, 2015 <p>Secondary Literature:</p> <ul style="list-style-type: none"> • Decision Making and Problem Solving: Break Through Barriers and Banish Uncertainty at Work. John Adair. 4yh Edition, 2019 • Practice Game Theory: Get a Competitive Edge in Strategic Decision-Making, Avoid Getting Outplayed, and Maximize Your Gains. Albert Rutherford. (Game Theory Series Book 2). 	
	<p>Ethical standards</p> <p>Publications</p> <ul style="list-style-type: none"> • Marmullaku B.: “Developing sustainable business strategies for SMEs: challenges and opportunities for SMEs in developing countries - case study of SMEs in Kosovo” (IJECM, United Kingdom, Vol. VI, Issue 5, May 2018) https://ijecm.co.uk/wp-content/uploads/2018/05/6513.pdf • Marmullaku B.: “Marketing strategies of SMEs based on product life cycle – a study among SMEs in Kosovo” (IJECM, United Kingdom, August 2015 – vol 3, issue 9) https://ijecm.co.uk/wp-content/uploads/2015/09/3937.pdf <p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person’s work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor’s level, the similarity index must be below 15%, and for Master’s level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p> <p>Students are expected to maintain integrity in all academic activities and to respect the intellectual property of others. For more information on ethical standards and consequences for violations, please refer to the UBT Code of Ethics, accessible</p>	

Subject	FINANCIAL ANALYSIS			
	Type	Semester	ECTS	Code
	ELECTIVE (E)	5	3	10FA393
Aims and Objectives	<ul style="list-style-type: none"> • The Financial Analysis subject basically aims to describe and equip students with a wide range of concepts, techniques, tools, practices and various aspects that are very useful in the field of Financial Analysis. The field of Financial Analysis aims to prepare students to analyze, interpret and evaluate the financial position of a firm using financial statements, industry knowledge and information from the market environment to make better business decisions. The main objective of the Financial Analysis subject is “creating value” – ie, how a manager can use financial statement analysis to understand the firm's past performance, the current state and creating an assessment of the future performance of the firm, or how a potential investor uses financial statements to identify potential investment opportunities, etc. Financial Analysis aims to deal with the assessment, comparison, interpretation and problem solving of key concepts integrated from accounting, finance, economics, management, firm strategies to apply them in various economic and financial decision-making. Through the various studies and cases presented in this course, students will have the opportunity to see how the different and main concepts, techniques and methods of financial analysis are applied in practice. 			
Learning Outcomes	<ul style="list-style-type: none"> • Understand and evaluate advanced concepts and principles in business management, economics, finance, demonstrating them in a critical understanding of global and local economic dynamics; • Be able to apply skills by developing short-term operating strategies and long-term investment and financial strategies; • To solve unforeseen and complex challenges in business management, strategic and operational management using creative and innovative approaches, to ensure efficient and effective business decisions and processes; • Be able to understand, analyze, evaluate and compare the financial position of businesses, investment opportunities, financial institutions and the capital market; • Be able to understand the process of financial risks and use the practices, concepts, methods and techniques of protection from them; 			
	Course Plan	Week		
	Presentation of the Curriculum;	1		
	Environment (Economy, Industry and Society);	2		
	Introduction to the basic concepts of Financial Analysis;	3		
	Reports/Financial Statements (Balance Sheet, Income statement, Cash Flow, Change in Equity);	4		
	Types of Financial Analysis;	5		
	Quality, Standards and Fraudulent Financial Reporting (Principles of Financial Analysis);	6		
	Evaluation of the Financial Position (Horizontal Analysis,	7		

Course Content	Vertical Analysis); Case Study I (Theoretical Part); Case Study II (Analysis Horizontal, Vertical); Research, Discussion, Debate, Comments, Evaluations, Recommendations;	8
	Assessment of Financial Position (Analysis of Liquidity Ratios; Analysis of Profitability Ratios);	9
	Evaluation of the Financial Position (Analysis of Efficiency Ratio; Analysis of Coverage Ratios);	10
	Profitability Analysis (Critical Profitability Point;	11
	The concept of leverage; Business and Financial Leverage);	12
	Trend Analysis;	13
	Cost – Volume – Profit Analysis;	14
	Case Study III (Analysis of Liquidity Ratios; Analysis of Profitability Reports); (Analysis of Efficiency Reports; Analysis of Coverage Ratios); Case Study IV (Critical Profitability Point); (Concept of Leverage; Business and Financial Leverage); Trend Analysis; ResearchDiscussions, Debates, Comments, Evaluations, Recommendations;	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	60%
	Case Study	30%
	Learning through problem solving	10%
Assessment Methods	Assessment Activity	Weight (%)
	Participation	10%
	Case Study I,II,III, IV	30%
	Final exam	60%
Assessment Description	Class Activity - measures the evaluation of students in discussions and debates of a scientific nature within the subject, and includes 10% of the evaluation. It aims to address all learning outcomes.	
	Final Exam - applied after the end of the lectures, it aims to measure the level of achievements for mastering the main competencies and skills, expressed through all the learning outcomes of the course.	
	Case studies – an instrument measured throughout the semester through 4 case studies, which take place in the 8 th and 15 th week. These case studies include materials that revise the content elaborated through previous weeks of lectures.	
Course resources	Resources	Number
	Class lecture	1
	Internet resources	1
		1

	Projector	1
ECTS Workload	Activity	Total workload
	Lectures + Exercises	45
	Self study time	7
	Mid-term exams, Case study	7
	Homework	7
	Final exam preparation	9
Literature/References	Primary Literature:	
	<ul style="list-style-type: none"> • Understanding and analyzing financial statements, Karen P. Schoenebeck • Ingrid Shuli, Rezarta Perri, Analysis of Financial Statements, 2016, Albpaper, Tiranë • Halit Xhafa, Analysis of Financial Statements, 2014, Urtësia Bektashiane, Tiranë • Baginski, Stephen P., Bradshaw, Mark T., Wahlen, James M, Financial reporting, financial statement analysis, and valuation: a strategic perspective,2018, Cengage 	
	Secondary Literature:	
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Subject	INTERNSHIP								
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OBLIGATORY (O)	6	6	10INT355						
Aims and Objectives	<p>This course is designed to provide students with the opportunity to apply the knowledge and skills acquired during their studies in a practical/workplace setting. The aim of this course is to enable the student to apply the knowledge and theories learned from academic environment in a practical/real-world setting with the support of a faculty advisor. The on-the-job learning experience also assists students in exploring career interests and it provides them the opportunity to build professional networks. At the end of this course students should hand in an internship report of 5-8 pages, latest at the last day of his/her internship, in order to express their professional knowledge about their experience in a particular Institution.</p>								
Learning Outcomes	<p>After finishing this course, the student will be able to:</p> <ul style="list-style-type: none"> • Relate the information gain during the studies in a professional work environment. • Identify the practices and protocols of the particular company and industry. • Identify future career options with a special focus in personal career goals. • Develop their communication skills in a professional work environment. • Recognize a network of professional contacts within the industry. • Recognize continuous improvement from the feedback from supervisors and colleagues. • Present the internship report regarding the experience and knowledge gained within a company 								
Course Content	<p>Course Plan</p> <p>The internship course plan is divided in three phases within the semester:</p> <ol style="list-style-type: none"> <p>1. Orientation and Introduction</p> <p>Introduction lecture with the students from the mentor/supervisor who should be a professor within MBE Program</p> <p>The internship supervisor has to decide about, whether the prospective internship place of the student meets the criteria for an internship</p> <p>Additional lectures regarding the administrative instructions about the internship</p> <p>Introduction to the host organization and its business operations.</p> <p>2. Supervision and Mentorship</p> <p>Assignment of a mentor or supervisor within the organization to guide the intern's activities.</p> <p>Regular check-ins to discuss progress, challenges, and opportunities for growth.</p> <p>3. Final Reporting:</p> 								

The student has to hand in an internship report of 5-8 pages, latest at the last day of his/her internship, which is a comprehensive report detailing the intern's contributions and learning outcomes.

The internship report should contain:

- A description of the Institution/ company and its products
- A description of and reflection on the intern' s tasks
- An analysis of how the learning outcomes were met during internship
- A analysis of the connection between the intern's tasks and the work processes of the Institution/ company.
- Solution proposals for challenges in the student's tasks or the processes of the company
- A conclusion, that sets the report in relation to the final exam.

Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Practice in the industry	60%
Independent work	40%	
Assessment Methods	Assessment Activity	
	Internship in the industry/business (certificate from the business supervisor). Written report on the internship (final project in Word format summarizing the internship experience, evaluated from the MBE supervisor) Presentation (summarizing the internship experience in PPT format, evaluated from the MBE supervisor). The final evaluation will be based in the certificate of completion, written report and presentation by the MBE supervisor.	

<p>Assessment Description</p>	<p>Internship in the industry: The student will be appointed in a specific business that operates in the field of MBE, more specifically in orientations related to MBE. For example, if the student is part of Finance, Banking and Insurance, he/she needs to finish the internship in Banks, Microfinance institutions, insurance companies, etc. The student will have a chance to relate its information learned during the studies with the problems of a real life and market demand. Within the industry, the student will have a supervisor that will evaluate the intern's performance in the company, in the end with a specific certificate that will be sent to the MBE supervisor. This assessment instrument covers learning outcomes from 1 to 6.</p> <p>Comprehensive project and presentation: The student needs to prepare a comprehensive project and final presentation summarizing the internship experience. It includes a preparation of a comprehensive report detailing the intern's contributions and experience within the specific business/institution. The report should include an analysis of how the learning outcomes were met during the internship. The project is required to be in a Word format with a specific structure, information's about the company where they finished the internship, the department where they were appointed as an intern, activities executed within the internship period, lessons learned, etc. The word paper should contain 5-8 pages. The presentation of the project should be in PPT format (up to 10 slides). This assessment instrument covers learning outcome 7.</p> <p>Note: Students will have two supervisors/evaluators, one in the MBE faculty and one in the company where they will complete the internship. The Supervisor at Faculty will receive the certificate from the internship supervisor in order to verify hours and the work performed as stated in the final report.</p>												
<p>Course resources</p>	<table border="1"> <thead> <tr> <th data-bbox="457 1115 1269 1182">Resources</th> <th data-bbox="1269 1115 1503 1182">Number</th> </tr> </thead> <tbody> <tr> <td data-bbox="457 1182 1269 1249">Class (e.g)</td> <td data-bbox="1269 1182 1503 1249">1</td> </tr> <tr> <td data-bbox="457 1249 1269 1316">Laboratory (e.g)</td> <td data-bbox="1269 1249 1503 1316"></td> </tr> <tr> <td data-bbox="457 1316 1269 1383">Moodle</td> <td data-bbox="1269 1316 1503 1383">1</td> </tr> <tr> <td data-bbox="457 1383 1269 1451">Softueri MATLAB/SPSS/SIMULINK</td> <td data-bbox="1269 1383 1503 1451"></td> </tr> <tr> <td data-bbox="457 1451 1269 1516">Projector</td> <td data-bbox="1269 1451 1503 1516">1</td> </tr> </tbody> </table>	Resources	Number	Class (e.g)	1	Laboratory (e.g)		Moodle	1	Softueri MATLAB/SPSS/SIMULINK		Projector	1
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Subject	BACHELOR THESIS			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	6	15	10BTH353
Description of the thesis	<p>The bachelor thesis is meant to show that a student is capable of working on a scientific subject or project and display or document their results on a scientific level subject to a certain deadline. The thesis is mentored and assessed by an mentor. The choice of subject and mentor may be suggested by the student. If the professor of choice rejects mentoring, the student will be assigned a mentor on request by the Faculty office.</p> <p>The working time on a thesis is 10 weeks. Subject, tasks and extent of the thesis have to be restricted so as to enable adherence of the deadline. The schedule of meetings and consultations regarding the thesis is appointed by agreement between the mentor and the student.</p> <p>The thesis needs a title page, a table of contents and a bibliography. All information regarding the thesis writing process and the graduation process in general is available on the Moodle platform. Students need to follow the instructions made public at the MBE Bachelor Thesis Framework and The Guideline regarding the graduation process. The candidate needs to attach a written declaration to the thesis which states that they have written the thesis themselves, have not used sources and means other than the ones indicated, have indicated direct citations.</p> <p>The mentor continuously reviews the thesis. In this case, he/she evaluates it positively or gives comments to the student for possible improvements. The mentor must respond within a reasonable time frame (about two weeks) to the student if there is a need for improvement. After the thesis is approved by the mentor, the final version the thesis has to be delivered to the Faculty Office, which in a two-weeks period has to inform the student if the thesis was accepted or technical changes have to be made in order to</p>			

	<p>be accepted and further proceeded. The student has two weeks as well to adjust his/her thesis according to the program regulations.</p> <p>After the thesis has been accepted by the Faculty, the mentor evaluates the final version of the thesis and the student proceeds with the graduation procedures.</p>								
Learning outcomes	<ul style="list-style-type: none"> • Demonstrate an advanced understanding of the selected topic based on the literature review in specific area of orientation • Apply academic written knowledge and research skills in order to interpret the current state of the art in the field of the thesis • Demonstrate skills in the critical review of the literature on a specific topic • Demonstrate their knowledge in clear definition of research questions and objectives • Demonstrate skills of data collection and analysis • Apply advanced IT tools and systems for data analysis • Understand statistical methods and research methodologies to conduct robust data analysis, applying findings to real-world business scenarios • Critically interpret the results and present the relevant recommendations on the area of orientation 								
Assessment methods	<p>Upon the completion of the diploma thesis by the student, the thesis mentor reviews and evaluates the overall assessment based on following indicators:</p> <ul style="list-style-type: none"> - The literature review was organized in the appropriate manner - Textbooks, academic books, and scientific journals were used for the literature review - Research questions and objectives were defined appropriately - The methodology and problem definition were established - Efficient methods were used in data collection and analysis - Interpretation and commentary of the results <p>Each of the above indicators can be evaluated 0-100%. The final grade is calculated based on the average of the six above indicators.</p>								
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Subject	PROJECT MANAGEMENT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	6	6	10PM350
Aims and Objectives	<p>The purpose of this course is to prepare students to understand the essential elements of project management. This course complies with IPMA Level E and other international practice guidelines (IPMA / PMI). The main objectives of this course are: To understand the analysis of project needs; Phases of the project life cycle; Understand the breakdown of work packages - WBS; Logical Framework; Risk Analysis; Work Safety Plan; Quality Plan; Communication Plan; etc.</p>			
Learning outcomes	<p>The course will elaborate the importance of project management application by understanding the theoretical framework of the course and will enable students to develop a practical project which they will present at the end of the course. The course will help the student to prepare for real projects in industry or projects within other development projects / institutions, etc.</p> <p>More specifically, after finishing this course the student will:</p> <ul style="list-style-type: none"> • Define the project goals, project objectives, project activities. • Explain project life cycle (Project phases: Initiate, Planning, Implementation, Monitoring, and Project Closing) • Identify stakeholders and understand their relevance to the Project. • Describe techniques for preparing project schedule using PERT and CPM methods, and work bone structure (WBS) • Identify techniques for calculating costs based on material / manpower and management. • Recognize work safety plans, quality management forms, risk analysis plan and management. • Present in groups the projects created according to the adequate framework/structure. 			
	Weekly Schedule			Week
	Introduction to Project Management			1

Course Content	Project management standards. Defining student groups for projects	2
	Project start-up phase. Project needs analysis. Assigning relevant topics to all groups and discussing / clarifying questions	3
	Logic Framework (Goals, Objectives, Activities, Indicators)	4
	Project life cycle. Planning.	5
	Practical exercises in MS Project. Planning the WBS	6
	Scheduling	7
	Practical exercises in MS Project. Gantt Diagram and Activities (PERT and CPM methods)	8
	Human Resource Management in Project / Project Group	9
	Demonstration of practical projects. Visit by a guest speaker	10
	Project cost analysis (purchases/planning/contracts/suppliers)	11
	Monitoring and control of projects. Safety planning and Risk Analysis	12
	Auditing in projects and project closure phase. Report summary creation	13
	Presentation of projects by students.	14
	Final Test	15
	Teaching/Learning Methods	Teaching/Learning Activity
Lectures		50%
Demonstration of practical tasks (Ms Project, Excel))		15%
Case studies		5%
Guest speaker from the industry		10%
Solving problems		10%
Presentations of Projects		10%
Assessment Methods	Assessment Activity	Weight (%)
	Active participation	10%
	Final Test	30%
	Group Project	60%
Assessment Description	<p>Group project - Through the project, students will achieve productive results, identifying the gap between research problems and the topics treated during the lectures. The project has a framework based on international standards of PM and must contain between 2500 and 3000 words. The evaluation of the project goes through several stages, starting with the content and structure, project idea, scheduling plan, cost plan, HR plan, etc., and finally the defense/presentation part in PPT. This assessment instrument covers learning outcomes from 1 to 7.</p> <p>Activity - Through the activity, students will be evaluated during discussions and study problems raised in lectures and exercises throughout the semester. This instrument will address all learning outcomes within the subject.</p>	

	Final Test - is applied in the end of the semester, it contains 12-15 questions in open and closed form to address the project management main concepts, its duration is from 45 to 60 minutes. This assessment instrument covers learning outcomes from 1 to 6.
Course resources	Resource Number
	Class 1
	Moodle 1
	Projector 1
ECTS workload	Activity Total workload
	Lectures 28
	Group project 60
	Independent learning 60
	Test/Exam 2
Literature/References	Primary literature:
	<ul style="list-style-type: none"> • A Guide to the Project Management Body of Knowledge, Project Management Institute • Menaxhimi i Projekteve. Cikël leksionesh. Tomori, I & Keco, Remzi. Tekst universitar, 2020 Tiranë. • UBT Format Template. 2023.
	Secondary literature:
	<ul style="list-style-type: none"> • IPMA Handbook – NCB Version 3 • Presentation slides prepared by the Lecturer. • Exercise – web-based materials and MS Project • Etc – moodle should be followed continuously by the student to get updates. • Ing. Gjençi Gjoka. Guide for the project manager. Working with projects. Publishing house ‘Dituria’.
Ethical standards	<p>All students in this course are required to adhere to the highest standards of academic integrity as outlined by UBT College's Code of Ethics. This includes the submission of original work for assignments, projects, quizzes, and exams. Acts of plagiarism, cheating, and using another person’s work without proper citation are strictly prohibited. This also includes the use of unauthorized materials during exams, quizzes, or any other form of assessment, as well as submitting group projects with the work of others without proper acknowledgment.</p> <p>Written assignments will be checked using Turnitin anti-plagiarism software. For Bachelor’s level, the similarity index must be below 15%, and for Master’s level, below 10% (excluding references, quotes, and small sources). Violations such as plagiarism, cheating during exams or quizzes, or any form of dishonest academic conduct will lead to penalties, including a failing grade for the assignment or course, and may result in further disciplinary actions as outlined by UBT College policies.</p>

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Subject	SEMINAR			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	6	3	10SEM351
Aims and Objectives	This module provides participants with basic knowledge in undergraduate research seminar. Further, this module offers students a variety of concepts, techniques and tools to analyses, design, plan, and write a research seminar based on literature review, but not limited. In the course, students will learn how to form an undergraduate thesis, to build a research strategy, to conduct primary and secondary source research, to search, to find, to analyses and to interpret these sources. The course enables students with the required research skills and knowledge to develop use their first independent research paper. The seminar cover topics from the field of finances, accounting, marketing, taxation, insurance and pensions, innovation, management, business, international business.			
Learning Outcomes	<p>Upon completion of this module, participants will be capable to:</p> <ul style="list-style-type: none"> • Understand the field of research and the topic of research. (OP1) • Understand and describe literature review and research. (OP7) • Understand and explain methodology, research question, hypothesis, argument, analysis. (OP7) • Discuss the argument and the results. (OP7) 			
Course Content	Course Plan			Week
	Introduction: Writing a Research Paper.			1
	Identifying the study field and research topic			2
	Discussions related to the rationality of chosen topic			3
	Seminar content and writing style			4
	Literature research process			5
	Developing research questions, hypothesis and arguments			6
	Presentations			7
	Arguments discussion-individually class discussions			8
	Seminar drafting			9
Progress report, individual presentations			10	

	Technical writing, references, citations,	11
	Seminar writing and revising	12
	Final draft writing due corrections	13
	Presentations	14
	Consultations	15
Teaching/Learning Methods	Teaching/Learning Activity	Weight (%)
	Lectures	50%
	Seminars	50%
Assessment Methods	Assessment Activity	Weight (%)
	Activity	10%
	Group work/project	60%
	Presentations	30%
Assessment Description	<p>Class Activity - through this instrument, students will be evaluated during discussions and study problems raised in lectures and exercises throughout the semester. This instrument will address all learning outcomes within the subject.</p>	
	<p>Group Project - includes the final work which is done in a group way, but not more than three members. This paper must contain a minimum of 2500 words, and a maximum of 3000 words. Evaluation of the paper is based on content, structure, organization, literature review, results, and final findings. Addresses all course learning outcomes.</p>	
	<p>Presentation - accumulates 30% of the overall evaluation of the course. The evaluation of the presentation is done individually within the members of the group.</p>	
Course resources	Resources	Number
	Class (e.g)	1
	Laboratory (e.g)	
	Moodle	1
	Softueri MATLAB/SPSS/SIMULINK	
	Projector	1
ECTS Workload	Activity	Total workload
	Lectures	24
	Seminars	24

	Laboratory	-
	Practice in the industry	-
	Independent learning	25
	Exams	2
Literature/References	<p>Primary literature:</p> <ul style="list-style-type: none"> • Barnet, S., & Bedau, H. (2007) Critical Thinking, Reading, and Writing: A Brief Guide to Argument. New York: Bedford/St. Martin's Press. • Writing seminar 2020 (English Paperback, Woon Koon). <p>Secondary literature:</p> <p>Case studies 2022-2023 from national and international journals</p>	
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Subject	PROJECT			
	Type	Semester	ECTS	Code
	OBLIGATORY (O)	6	6	10PRO354
Aims and Objectives	<p>The aim of this course is to educate and prepare students capable of theoretical knowledge of the concepts of entrepreneurial projects and the implementation of a business idea in daily practice. So, the objective of the Course is to give enough knowledge from the field of Entrepreneurship projects in general and that the student can practice these ideas through business idea generation on what it is like to be a good designer and implementer of the most advanced models of a business so that it performs better.</p>			

	<p>The specific objective of the course is to analyze all these concepts with examples and case analyzes from successful economic enterprises based on the conditions of genuine market competition.</p> <p>The other specific objective is the work of students through seminars through which successful business models in the World and in Kosovo are researched, which they present to the audience, fellow students and the subject holder.</p>																																
Learning outcomes	<p>After completing this course:</p> <ul style="list-style-type: none"> • The student will understand the role of the Entrepreneurship project in the economy and be competent in generating business ideas. • The student will be equipped with the knowledge to manage these business models in general, • The student will have knowledge and know the choice of cases and problems that arise during the management of changes in the enterprise, • The student will have sufficient knowledge to apply the different forms of Organizational structures according to the nature or field of business, • The student will apply for leadership models, across departments, such as sales, purchases, production, finance, marketing, human resources, research and development, information technology development, etc. • The student will have sufficient knowledge to apply or summarize knowledge from other fields of study during studies to apply in practical cases of the Business plan. • The student will be ready to compile financial statements and other plans for the enterprise; 																																
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