



Faculty of International Business Management

Programme Handbook

**Business Management
Bachelor of Arts**

Academic year 2025-2026

<i>Program Overview</i>	
<i>Name of the institution</i>	Public International Business College Mitrovica (IBCM)
<i>Faculty/Department</i>	Faculty of International Business Management
<i>Main Campus or Branch</i>	Riverside Campus
<i>Name of the study program</i>	Business Management, BA
<i>NQF Qualification Level</i>	Level 6
<i>Academic degree conferred</i>	Bachelor of Arts in Business Management
<i>ECTS</i>	180
<i>Erasmus Code</i>	4.0
<i>Type of study</i>	Full-time
<i>Minimum duration of study</i>	3 years

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1. IBCM background

The Public International Business College Mitrovica (IBCM) is a pioneering higher education institution in Kosovo, committed to providing high-quality, accessible education that fosters socio-economic development and cross-community collaboration. Established as the successor to the original IBCM College, which began operations in 2010, IBCM has undergone significant transformation, officially becoming Kosovo's first public college in July 2023. The Government's decision to establish IBCM College as a public HEI was formally ratified by the Kosovo Parliament, affirming IBCM's role as a trailblazer in higher education for the region.

IBCM offers high-quality international education at an affordable rate, operating modern campuses in both Mitrovica South and North. Through its comprehensive educational and training programs, IBCM empowers youth and adults in the Mitrovica region and beyond, equipping them with the skills necessary for employment and career advancement. This, in turn, contributes to economic development in Mitrovica, across Kosovo, and beyond. Notably, over 80% of IBCM graduates secure employment within six months of graduation. As a result, many alumni, including those from non-majority communities, now hold senior positions within Kosovo's public administration.

IBCM aims to increase social and economic stability in Kosovo through cross-community business education and entrepreneurship development by providing practice-oriented business education for all ethnic groups in the region, building positive community relations and promoting sustainable multi-ethnic collaborations. Furthermore, the high quality and practice-oriented education has contributed to the employability of young graduates and enriched them with modern skills relevant to the local labour market. For over a decade, IBCM has addressed this need by offering a modern educational approach in a system still rooted in outdated methodologies. IBCM's "Theory to Practice" model caters to each student, aligning with labor market needs and flexible career paths. This approach fosters learning, innovation, and knowledge exchange between researchers and enterprises, supporting local development and employment. IBCM focuses on its main sectors: business management, environment and agricultural management, technology, public administration, psychology, applied IT and sustainability.

The IBCM core activities are based on EU values of equal opportunity and improve access to education and employment to a broad group of students, making it inclusive and society-relevant regardless of gender, ethnicity (and language), age and physical ability. In addition to regular studies, IBCM offers a special innovative segment through short courses (including e-learning). The transfer of best practices of incorporated learning outcomes acquired through this type of learning, and irreversible change in teaching approach, curriculum design and learning methods, supported the graduates of IBCM to be critically thinking problem-solvers and decision-makers who are more able to understand and contribute to local economic development. Lastly, the IBCM continues to promote diversity and offer multiple choices for knowledge upgrades and flexible career pathways.

2. Information you need to know about IBCM and your study

IBCM offering

IBCM excels as a leading higher education institution in Kosovo, blending European-style education with German-accredited degrees, English-language instruction, and a globally oriented academic community in Mitrovica. Specializing in Business, Technology, Management, and Social and Environmental Sciences, our focus on research and practical teaching meets both regional and global needs. Committed to European standards, our quality education prepares students for careers in international and EU contexts, enhancing professionalism and ethics in Kosovo. Recognized for academic excellence, strong graduate employment, comprehensive internships, and diverse development programs, IBCM is the top choice for students seeking a world-class education.

IBCM vision

To be a leading college in Kosovo, offering accessible, high-quality education and promoting socio-economic integration and excellence in a diverse setting.

IBCM mission

Delivering academic excellence through the “theory to practice” model equipping students with knowledge and skills demanded in nowadays local and international markets.

IBCM values

Our values are reflected in our commitment to:

- academic excellence;
- international experience and mobility;
- the highest standards of scientific and professional integrity;
- enterprise cooperation and innovation;
- enhancing students’ career development;
- fostering diversity, equality, inclusivity, and accessibility; and
- maintaining and adopting the most inspiring working environment.

Campus information

There are two campuses in Mitrovica. The Riverview campus opened its state-of-the-art facilities in December 2013 (pictured below), and the Riverside campus opened in September 2016 (picture right).



Academic Calendar

The Academic Calendar marks important dates and deadlines related to your studies. It is accessible through IBCM website.

Time table

IBCM uses an online time table system where you can find the current time tables for lecturers and classes. Access to the online timetable is available through the website and should be checked regularly: ibcm.edupage.org/timetable

Learning activities

Our learning model *From Theory to Practice*, incorporated with problem-based learning, teaches students to think for themselves, conduct individual and group research, interact professionally, and learn from one another. In such an environment:

Opening hours

IBCM campus locations are accessible to students from 08.00 AM to 18.30 PM every week day. During the weekends the buildings are closed, except for master classes on Saturday.

- You take *action* instead of just listening and reading;
- You learn to *ask* the right questions, *research* the right issues and *engage* in the right discussions;



- You *acquire essential skills* and prepare yourself for your professional career;
- You meet people from practice since we organize field visits and guest speakers from relevant institutions, linked to topics you will study.

Key Features of Your IBCM Studies

- ***Assessment*** - Each of courses at IBCM will have its own means of assessment, which includes a combination of assignments and final examinations. Assignments can take different forms such as projects, presentations, papers, tests, quizzes, etc. Final exams are carefully designed to evaluate the degree to which students have mastered the key concepts in the course. In addition, it's important to bear in mind that attendance, participation, and attitude are all factored into your assessments at IBCM.
- ***Semester projects*** – A semester project synthesizes what students have learned from their various courses and gives an opportunity to apply and build mastery of key skills.
- ***Internship experience*** – All students at IBCM are required to complete an internship at the end of a degree programme. You will receive guidance from the Career Centre during the semester before your internship to help you through the process. In conjunction with a faculty internship mentor and advisor from the internship site, you will establish clear learning outcomes and submit a report reflecting on this process. Thus, the internship experience helps to connect the theory from your classes to real world applications.
- ***Thesis*** – At the end of your degree programme, you will complete a thesis that serves as a capstone project. The thesis typically builds on the internship experience and you will have support in developing the thesis from a thesis supervisor.

3. IBCM faculties and study programmes

IBCM has established three faculties and the faculties offer the following study programmes:

1. Faculty of International Business Management:

- Bachelor of Arts in Business Management

2. Faculty of Environment, Technology and IT:

- Professional Bachelor in Applied Information Technology
- Bachelor of Science in Environmental Management and Technology

3. Faculty of Social Sciences:

- Bachelor of Arts in Public Administration

IBCM offers an interdisciplinary master of science programme in International Management and Sustainability with three specializations:

- Business Management
- Environmental Management
- Social Management



Study programme overview

A student's workload at IBCM is indicated with European Credit Transfer System (ECTS) points. One ECTS point is understood as equivalent to 25 hours of a student's workload. One semester has a workload of 30 ECTS or 750 working hours. The workload covers all learning activities, seminars, group work and self-study. Student workload is expected to take up to 40 hours per week.

4. Business Management programme profile and learning outcomes

Business Management (BM) is a 3 years (6 semesters) full-time program of Bachelor of Arts. The Business Management program is designed to prepare students for successful careers in the global business landscape. The program aims to equip each student with a comprehensive understanding of management and business mechanisms that are in place in the contemporary business world and build knowledge, skills and competences needed for a successful career in local or international business or to continue with relevant postgraduate studies. Courses in this program live up to the learning goals and aims of international education in the study field but have been adapted to fit the local and regional educational and labour market needs. All subjects are taught with a focus on student-centered learning and with the aim of creating a proactive and problem-solving entrepreneurial mindset in each student.

BM bachelor program is designed to adhere to the Bologna process, encouraging student mobility and facilitating credit transfer between educational institutions based on program structure and courses that are awarded ECTS points. Double degree with the Vilnius University of Applied Sciences from

Lithuania, but also cooperation with other international educational institutions, allow students to gain experience from different educational systems and cultures, and enhance their employability in an international business world.

BM bachelor program enables students to confidently and effectively communicate in the international language of business, given that English is the only language of program instruction and communication. With a double degree and student-centered learning model, English-language delivery, international staff and students, and lots of international opportunities, the BM bachelor program provides a European-style learning environment and complies with international accepted standards. With an emphasis on quality teaching, ethics in education and consistency in standards, the program equips young people with a holistic set of skills for work in international organizations, helping to maintain and further raise standards of professionalism and ethical behavior in Kosovo.

BM bachelor program is in its scope focused on strategic analysis of companies and their surrounding business environment. It incorporates identifying the forces of the macro and micro environment that influence businesses as well as the core competencies of the companies providing the basis for their competitive advantage. Special emphasis is given to the market, the principles of its functioning and main factors that affect it. Companies' communication, organization and management modes and practices are studied as important factors for their success in the market.

BM bachelor program enhances the students' analytical thinking and develops their capacity to find and apply solutions to real world business management problems. The program strives to educate students to independently and professionally perform duties related to business in the marketplace – not only in small and medium-sized businesses, but in particular within international business-to-business sales.

Program elements are intended to give the student professional and methodical competencies so that he/she can tackle complex problems in practice within the profession from a well-founded theoretical background. In addition, throughout the program students will learn to identify and cover their own learning needs along with putting themselves in a position to enter into personal and complex cross-cultural relations while being flexible, commercially strong and goal-oriented – both in relation to customers and commercial partners, colleagues and managers.

Students will learn through lectures, workshops, reflective practice and business simulations. In the first year, that is common for both concentrations, students will gain an understanding of the business environment and develop fundamental management skills in marketing, people, organisations, communications and finances. By the end of year one, students have to decide through elective courses either they wish to pursue a concentration program in International Business Management or International Sales and Marketing.

Concentration in International Business Management equips students with knowledge and understanding of business on an international scale. Students develop a broad understanding of the complex global marketplace in which businesses operate and the implications of this for business decisions and organisational culture, perfectly preparing them for an international career. Students develop skills in managing people, understand the global economy and explore global sustainability issues and ethics. Aspects such as globalisation, cultural variation and the challenges of different geographical and economic factors are addressed.

Concentration in International Sales and Marketing prepares students to become the new entrepreneurs with knowledge and understanding of the market. Having a focus on international sales and marketing, special attention is placed on the analysis of current and potential customers, their strategic situation, their needs and wants as a basis for an assessment of a company's total activities. That includes analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to cover the customers' needs. In line with that, the organisation and management of the sales department – strategically, tactically and operationally, as well as the rules

concerning international contracts and international sales of goods and services is studied. Sales and negotiation processes and techniques are part of the study program as crucial in building long-term relations with customers as a way to achieve sustainable competitiveness.

In the final semester students take part in an exciting business challenge with an international or local brand and carry out an original supervised bachelor thesis. This study program is designed for students pursuing a career in business management. Students build applicable skills through a variety of internship opportunities, and graduates find positions in private and public organizations, government, profit and not-for-profit organizations, sales, research, advertising and promotion, management and consulting.

This structure allows students to tailor their education according to personal career interests, fostering deeper expertise and targeted skillsets. Students gain specialized knowledge aligned with their career goals, enhancing their employability. Organizing the program into concentrations also promotes focused networking opportunities, facilitates clearer career pathways, and addresses industry demands more effectively by developing specialized competencies either in managing international business complexities or excelling in global sales and marketing strategies.

Program Objectives

The program objectives are determined in support of student learning, program goals, and the College's Mission. The program development objectives include the following:

- Apply fundamental business management principles to effectively address challenges across diverse markets.
- Recognize the significance of cultural diversity and its impact on decision-making and business strategies in a global context.
- Develop advanced analytical skills to assess and solve complex business problems using evidence-based approaches.
- Anticipate and adapt to global economic and market shifts, ensuring business strategies remain relevant and competitive.
- Integrate innovative tools and technologies, such as digital platforms and data analysis, to optimize business operations and decision-making.
- Enhance communication and leadership skills to manage cross-functional teams and foster collaboration within international business environments.

Intended Learning Outcomes

Knowledge and understanding

On completion of this degree, the students will have knowledge and understanding to:

- Describe the core areas of business management and the related management and business principles, theories and models.
- Analyze and interpret business data using evidence-based research techniques to support strategic and operational decision-making in a variety of domestic and international markets.
- Understand business challenges in an international context and moderate the impact of cultural differences in the operation of international business.
- Compare management approaches within the context of regulatory, ethical and legal environments that contribute to an organization's plans and processes.

- Build and manage interpersonal relationships and teams through effective communication, collaboration, negotiation, problem solving, and self-reflective practice.

Skills

On completion of this degree, the students will be able to:

- Apply relevant management concepts, systems and tools needed to obtain, evaluate and disseminate information for use in making business decisions.
- Conduct research to identify and analyze business needs and trends and make appropriate recommendations.
- Express ideas and arguments clearly and convincingly in oral and written communication underlying international context that includes sensitivity to foreign cultures.
- Effectively use and apply information systems to develop solutions in business settings.
- Demonstrate skills and awareness in the business area with respect to regulatory, ethical and legal aspects.

Competences

On completion of this degree, the students will be able to:

- Be knowledgeable in the core areas of business management and possess the capabilities to understand and manage a range of business functions and processes within organisations.
- Demonstrate profound analytical and critical thinking skills in the field of business management and adept in developing evidence-based solutions to problems.
- Be well-prepared to act successfully in a global business environment.
- Recognize issues and conflicts in the areas of ethics, sustainable development and social responsibility which can arise from economic and business activities.
- Appreciate the human diversity in organizations across values and cultures and effectively operate within an international business context.

Career Opportunities

Students graduating in Business Management will have acquired knowledge and skills that offer a wide range of career opportunities, both at home and abroad. The strength of the program lies in its practical approach and strong industry connections. Career opportunities are the following:

- | | |
|---|---------------------------------|
| - Management consultant | - Market research analyst |
| - HR manager | - Brand manager |
| - Project manager | - Sales manager |
| - Manager of private/public/profit/not-for-profit organizations | - Marketing manager |
| - Export manager and international retailing | - Marketing strategist |
| - Accountant | - International sales developer |
| - Financial audit | - Product manager |
| - International business consultant | - Business developer |

5. Pedagogical concept

The pedagogical concept of the Business Management study programme was developed in a way to ensure the realization of the IBCM motto: “*From theory to practice*”. With this concept students gain both explicit and tacit knowledge through a combination of theory and practice. Explicit knowledge is the knowledge that is transferred and gained by articulation, can be explained in words and can be learned by listening and/or reading. Tacit knowledge is the knowledge that can be gained only through applying and practical involvement.

Thus, the pedagogical concept puts the students into four different aspects of learning: Conceptualization, Experimentation, Experience and Reflection. This is not a linear process. The students can have a combination of the different aspects at any time.

The pedagogical concept can be visualized as follows:

	Explicit knowledge	Tacit knowledge
Theory	Conceptualization	Experimentation
Practice	Reflection	Experience

Conceptualization (in-class learning) – is an aspect of learning, where theoretical a basis is created by transferring theoretical knowledge to students, which acquire it by reading or listening. Theoretical knowledge could be definitions, concepts, theories, models, rules, descriptions, etc.

Conceptualization at IBCM happens through:

Lessons – Teacher lecturing;

- Students teaching – assigned students teaching other students (in groups);
- Exercises in every class – In general every class should have around 50% of exercise activities related to theories;
- Real life examples provided by students in every subject - students are tasked to find real life examples during the class (using all available resources, ex: Internet), related to the theories presented in class, and analyze them;
- Guest speakers – Speakers presenting their real-life experiences and issues related to the theories;
- Field trips – Students are observing real life situations related to theories.

Experimentation (in-lab learning) – is working with real life problems in a controlled environment without communicating with the outside world.

Experimentation at IBCM happens through:

- Real life cases in all teaching;
- Group work and individual oral presentations.

Experience (in-field learning) – is working with theoretical knowledge in the real world environment.

Experience at IBCM happens through:

- Guest speakers presenting real life problems to be solved by students;
- Field work and research;
- Semester projects;
- Trial exams.

Reflection (competence gaining) – Means linking recent knowledge and experiences to earlier ones to promote a more complex and interrelated mental schema. It takes into consideration all the learning achieved through conceptualization, experimentation and experience and interrelates them. Reflection is the learning aspect where the student independently can solve real world problems related to the profession. This means that the student can understand and discuss why specific tools are relevant to solve a specific problem.

Experience at IBCM PA happens through:

- In-class reflection exercises;
- Pre-exam tutorials;
- Final Bachelor thesis.

The Business Management bachelor's programme puts special emphasis on reflection, as the final goal of the learning process. The above-explained pedagogical concept is implemented using a combination of teaching/learning methods, such as problem-based learning, project-based learning, research-based learning, blended learning, reflective learning, and so on.

6. Module overviews for the programmes

<i>Bachelor of Arts in Business Management</i>		
Year 1: 60 ECTS		
Semester 1: 30 ECTS		
<i>Type*</i>	<i>Course</i>	<i>ECTS</i>
<i>M</i>	<i>Principles of Management</i>	<i>6</i>
<i>M</i>	<i>Principles of Marketing</i>	<i>5</i>
<i>M</i>	<i>Microeconomics</i>	<i>5</i>
<i>M</i>	<i>Business Communication</i>	<i>4</i>
<i>M</i>	<i>Mathematics</i>	<i>5</i>
<i>M</i>	<i>Academic English and Study Skills</i>	<i>5</i>
Semester 2: 30 ECTS		
<i>M</i>	<i>Financial Accounting</i>	<i>6</i>
<i>M</i>	<i>Principles of Entrepreneurship</i>	<i>5</i>
<i>M</i>	<i>Creativity and Innovation</i>	<i>4</i>
<i>M</i>	<i>Macroeconomics</i>	<i>5</i>
<i>M</i>	<i>Statistics and Research Methods</i>	<i>6</i>
<i>M</i>	<i>Business English</i>	<i>4</i>
Year 2: 60 ECTS		
Semester 3: 30 ECTS		
<i>M</i>	<i>Strategic Management</i>	<i>5</i>
<i>M</i>	<i>Financial Management</i>	<i>5</i>
<i>M</i>	<i>Introduction to Human Resource Management and Development</i>	<i>5</i>

<i>M</i>	<i>Business Law and Ethics</i>				<i>5</i>
<i>Concentration 1: International Business Management</i>			<i>Concentration 2: International Sales and Marketing</i>		
<i>E</i>	<i>Electives (Students select two courses):</i> <ul style="list-style-type: none"> <i>Business Analysis</i> <i>Operations Management</i> <i>Sustainable Business</i> <i>Budgeting and Financial Forecasting</i> 	<i>10 (2*5)</i>	<i>E</i>	<i>Electives (Students select two courses):</i> <ul style="list-style-type: none"> <i>Strategic Marketing</i> <i>Market Research</i> <i>Sales Process & Customer Centricity</i> <i>Retail Management</i> 	<i>10 (2*5)</i>
Semester 4: 30 ECTS					
<i>M</i>	<i>International and Intercultural Management</i>				<i>5</i>
<i>M</i>	<i>Project Management</i>				<i>5</i>
<i>M</i>	<i>Supply Chain Management and Logistics</i>				<i>5</i>
<i>M</i>	<i>Cross Disciplinary semester project</i>				<i>5</i>
<i>Concentration 1: International Business Management</i>			<i>Concentration 2: International Sales and Marketing</i>		
<i>E</i>	<i>Electives (Students select two courses):</i> <ul style="list-style-type: none"> <i>Change Management</i> <i>Organizational Behavior</i> <i>Business Ethics and Social Responsibility</i> <i>International Entrepreneurship</i> 	<i>10 (2*5)</i>	<i>E</i>	<i>Electives (Students select two courses):</i> <ul style="list-style-type: none"> <i>Advertising Techniques and Methods</i> <i>Digital Marketing</i> <i>Managing Sales and Customer Relationship</i> <i>International Trade</i> 	<i>10 (2*5)</i>
Year 3: 60 ECTS					
Semester 5: 30 ECTS					
<i>M</i>	<i>International Economics</i>				<i>5</i>
<i>M</i>	<i>E-Business</i>				<i>5</i>
<i>M</i>	<i>Managerial Accounting</i>				<i>5</i>
<i>M</i>	<i>Interdisciplinary Semester Project</i>				<i>5</i>
<i>Concentration 1: International Business Management</i>			<i>Concentration 2: International Sales and Marketing</i>		
<i>E</i>	<i>Electives (Students select two courses):</i> <ul style="list-style-type: none"> <i>Business in Emerging Markets: Growth & Development</i> <i>Careers and Professional Development</i> 	<i>10 (2*5)</i>	<i>E</i>	<i>Electives (Students select two courses):</i> <ul style="list-style-type: none"> <i>Personal Selling</i> <i>B2B Sales and Marketing</i> <i>Social Media Marketing</i> <i>Consumer Behavior</i> 	<i>10 (2*5)</i>

	<ul style="list-style-type: none"> <i>International Human Resources and Diversity Management</i> <i>Global Supply Chain Management</i> 				
Semester 6: 30 ECTS					
<i>M</i>	<i>Business Planning</i>				<i>5</i>
<i>E</i>	<i>Electives (Students select one course):</i> <ul style="list-style-type: none"> <i>Managing International Business Operations</i> <i>Procurement Operations in B2B</i> <i>Digital Thinking and Innovation</i> 				<i>5</i>
<i>M</i>	<i>Internship</i>				<i>10</i>
<i>M</i>	<i>Bachelor Thesis</i>				<i>10</i>

* M – mandatory course, E – elective course

7. Grading system

IBCM applies the following grading scale:

Performance	For an excellent performance	For a very good performance	For a good performance	For a fair performance	For an adequate performance	For an inadequate performance	
Achieved learning outcomes	> 95%	85% - 95%	75% - 84%	65% - 74%	55% - 64%	< 55%	No exam
Grade according to the ECTS grading system	A	B	C	D	E	Fx	F
IBCM grades	12	10	7	4	2	0	-3

8. Attendance

Attendance is vital to students' progress at IBCM. In order to achieve success in IBCM study programmes, it is important that students actively participate in their scheduled college activities, such as lectures, workshops, projects and examinations. As a result, IBCM carefully monitors student attendance. Your presence and participation can also be considered as part of your assessment.

IBCM staff may also consider your attendance when deciding which students are eligible for opportunities such as scholarships, competitive internships, field trips, and study abroad opportunities. Absences are therefore recorded by your lecturer at the beginning of every class and this information is recorded and monitored by Student Services.

In case of absence for excusable reasons (illness, etc.), you should provide the office of Student Services with documentation within a week of the absence in question. If an emergency causes you to miss an exam or otherwise scheduled assignment or deadline, you should also contact your course instructor as soon as possible, and wherever possible, before the deadline has passed.

Procedures for appealing or rescheduling an exam or assignment after an excused absence are detailed under the Academic Policies and Procedures.

9. IBCM services

Information Technology

Students will have access to applications developed by Google to support organization and learning. Students will receive an orientation to accessing and using these features during the orientation day. They include many powerful tools that can make student life much easier, so start learning about them now!



Email: As an IBCM student, you will have an IBCM email account through *Google Apps*. For Jane Doe, her address would be jane.doe@ibcmmitrovica.eu. You can access your email account by clicking on Webmail on the IBCM website or by entering your details directly at gmail.com. Email is the primary means of communication at IBCM and all students must check their email on a daily basis to be informed of college updates! *IBCM will not use private email addresses or other multimedia in official correspondence with you whilst you are a registered student at IBCM.*

Calendar: Google calendar allows you to access information about important dates, including the Academic Calendar, and also organize your own life by scheduling appointments.

Google Docs & Drive: Are tools that allow you to store files online for access from any



computer. This can be very useful for collaborating on school projects, and you will also be able to access important IBCM documents through this feature. And much more!

IBCM uses **Google Classroom** as its virtual learning environment for accessing learning material, document sharing & collaboration, and exam submission.

Google Classroom is a free web-based platform that integrates your Google Apps for Education account with all your Google Apps services, including Google Docs, Gmail, and Google Calendar. Google Classroom saves time and paper, and makes it easy to create classes, distribute assignments, communicate, and stay organized. You will have access to Google Classrooms whilst you are a registered student at IBCM: <https://classroom.google.com> You will receive an invitation in your email to join the class at the beginning of the semester.

Library services

IBCM has physical libraries in both campuses, which can be used as quiet reading areas. Libraries have lots of book titles which support our students' learning. These include materials specific to our study programmes as well as free reading books and materials to develop academic skills. If you find a book you want to borrow, bring it to Student Services and they will register it for you.

IBCM also has access to a digitalised library JSTOR, which contains more than 2000 academic journals.

Students can access JSTOR database at the following webpage:

URL: <https://www.jstor.org/action/showLogin> Please contact support@ibcmitrovica.eu for login credentials.



Career Centre

IBCM Career Centre is available to support students with matters related to work and professional development. The Career Centre offers guidance regarding internships by providing information on procedures and maintaining a list of possible internship locations. There are also opportunities for students to build professional skills such as resume and cover letter writing.

Quality Assurance Department

IBCM constantly strives to ensure the quality for its current and future students. Quality is a common objective which involves all members and internal and external stakeholders of IBCM and a central tool in all of our services. This is why we have a separate Quality Assurance department (QA), which is responsible for coordinating quality and evaluation processes to ensure that IBCM offers a quality education that is relevant to our students' needs. The QA department conducts surveys on a regular basis, supports the continuous review of our policies, and supervises accreditation processes. The QA department also oversees our complaints system; students with particular suggestions or complaints are always welcome to contact the QA office.

The Quality Assurance Officer will also serve as the coordinator and contact person for the Student Representative Council and for students who are interested in organizing new student groups or extracurricular activities.

Student Service

IBCM Student Service is responsible for the administrative processes involving the students at IBCM, such as the registering your grades, your attendance, updating and maintaining your transcript of records and the provision of documents such as confirmation letters for when our students need to apply for a visa when they would like to go abroad. Part of the Student Service is also our IBCM Career Centre, at which you can follow trainings on how to write a letter of motivation, develop a CV and other career related issues.

Additionally, Student Service can advise on international and exchange opportunities, where students can be informed of opportunities to take a semester abroad at one of our partner institutions, or be informed of other work/study programmes and scholarships.

Security and staying safe

All IBCM students are responsible for their personal safety and are encouraged not to endanger themselves. If you are the victim of crime whilst at IBCM, please notify a staff member who will attend and assist you. All students are responsible for the safety of their personal belongings. Do not leave your belongings unattended at any time. IBCM is not responsible for any lost belongings.

Accommodation

Some students who study at IBCM, but who are from outside Mitrovica, may apply for accommodation scholarships which is one out of four scholarship that students can apply for.

10. Student life

What does a regular week of study at IBCM look like?

Studying at college is different from school

At IBCM you won't find the typical secondary school timetable. With our conceptual learning model *From Theory to Practice*, you will learn to use time more effectively. Of course, you will have to attend compulsory lectures, tutorials and skills training sessions. You will have between 10-12 contact hours per week; non contact time should be spent on self-study, group work and research. You can study in your room or in the College Library, on your own or in a group.



Your spare time

There's more to student life than just learning. There's a lot you can do in your spare time: from going out to joining a society/club, doing sports or just hanging out with your flatmates. In addition to all this, you also have to do groceries, cook and keep your room tidy. You'll definitely be busy.

Extra-curricular Activities

Beyond your studies and social life, IBCM encourages participation in clubs and activities. There are some of the activities we currently offer, but students can also organize clubs or activities around areas of interest. If you want to start a new club, you should contact the Quality Assurance Officer with your idea.

Student Representative Council

The Student Representative Council of the Public International Business College Mitrovica is a students' representative structure within the college which provides students the opportunity of engaging in structured affairs of the college in cooperation with the lecturers, college management and administration with the purpose of promoting the best interests and benefits for the college and its' students. The mission of the IBCM Student Representative Council is to protect the students' rights, to contribute in maintaining and improving the student life within the campuses related to relevant aspects and areas such as social activities and academic affairs, to promote opportunities for students, to mediate the communication process between the college students and management and to encourage the active participation of all college students in relevant activities and projects.

The SRC represents you and acts to protect your interests both within IBCM and externally through the European Students Union. General meetings are held, and the SRC council can be contacted by writing an e-mail to SRC@ibcmmitrovica.eu. The contact person for the Student Council is the Quality Assurance Officer, who supports the Council by organizing regular meetings to identify key activities. This is the person to contact if you are interested in participating in the Student Representative Council.

IBCM social media

Not only does IBCM have a website, you can find us as well on several social media hang-outs, including Facebook, Instagram and LinkedIn. Check our pages on these social networks, and do not forget to link us, like us, friend us or follow us in order to be updated about the latest news from and events organized by IBCM and much more information:



<https://www.facebook.com/share/19XmyfmtHM/>



<https://www.instagram.com/ibcmitrovica/>



<https://www.linkedin.com/company/international-business-college-mitrovica>



<http://www.youtube.com/ibcmitrovica>



<https://twitter.com/ibcmitrovica>

Contact information

- Str. Bislim Bajgora, 120, 40000 Mitrovica, Kosovo
- www.ibcmitrovica.eu
- info@ibcmitrovica.eu
- [+383 \(0\) 28 516 800](tel:+38328516800)

11. Curriculum description and syllabuses

11.1 Year 1

11.1.1 1st Semester

Syllabuses:

General Course Information															
Course name:	<i>Principles of Management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>6 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>60</td></tr> <tr> <td>- Case studies / homework</td><td>10</td></tr> <tr> <td>- Group work / assignments</td><td>23</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>150</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	55	- Lectures / class exercises / workshops	60	- Case studies / homework	10	- Group work / assignments	23	- Examination	2	Total student workload	150
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	60														
- Case studies / homework	10														
- Group work / assignments	23														
- Examination	2														
Total student workload	150														
Semester and Year:	<i>1st semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<p><i>This course provides an introduction to the fundamental principles and practices of management. By exploring a range of management theories, concepts, and methodologies, students will establish a firm foundation in key managerial functions including planning, organizing, leading, staffing, and controlling across diverse organizational contexts. Special emphasis will be given to understanding the dynamic interplay among management functions, roles, and responsibilities within organizational contexts. Throughout the course, students will engage in collaborative exercises, participate in discussions, analyze case studies, and take part in organizational simulations. These interactive learning experiences create a dynamic educational environment that fosters both personal and professional development.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Define the concepts of planning, organizing, leading, staffing, and controlling to understand how organizations achieve effectiveness; - Describe organizational structures and their implications for communication, coordination, and decision-making processes within organizations; - Differentiate between management and leadership roles, and explain their respective impacts on organizational dynamics and team motivation. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Analyze the impact of structures, processes, and organizational culture on company strategy; - Contrast and compare management levels, roles, and functions within an organization; 														

	<ul style="list-style-type: none"> - Develop the ability to identify and address complex organizational problems by applying management principles and analytical techniques.
	<p>The students shall acquire competencies to:</p> <ul style="list-style-type: none"> - Assess the significance of organizational structure and processes on overall effectiveness; - Evaluate staff policies in alignment with company objectives and strategy; - Gain valuable insights into business and organizational operations, enhancing their ability to contribute to management practices.
Main course themes and topics:	<ul style="list-style-type: none"> - Definition and importance of management - Functions of management: planning, organizing, leading, staffing, and controlling - Differences between management and leadership - Roles of manager - Communication skills - Organizational structure and design
List of required textbooks and learning materials:	Gupta, J., Chaturvedi, S., Prasad, R., & Ananthi, N. (2022). <i>Principles and practice of management</i> . AG PUBLISHING HOUSE (AGPH Books).
Additional textbooks and learning materials:	Schermerhorn, J. R., Jr, & Bachrach, D. G. (2023). <i>Management</i> . John Wiley & Sons.

General Course Information															
Course name:	<i>Principles of Marketing</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p>The students' workload (hours per semester, ECTS):</p> <table> <thead> <tr> <th>Activity</th><th>Ac. Hours</th></tr> </thead> <tbody> <tr> <td>- Student own work with learning resources</td><td>60</td></tr> <tr> <td>- Lectures / Class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>8</td></tr> <tr> <td>- Group work</td><td>10</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac. Hours	- Student own work with learning resources	60	- Lectures / Class exercises / workshops	45	- Case studies / homework	8	- Group work	10	- Examination	2	Total student workload	125
Activity	Ac. Hours														
- Student own work with learning resources	60														
- Lectures / Class exercises / workshops	45														
- Case studies / homework	8														
- Group work	10														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>1st semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	Effective marketing is critical for the long-term success and positioning of any business organization as this function ensures organizations to attract and retain customers by creating, delivering, and communicating superior customer value. Principles of Marketing helps students to understand today's key marketing challenge: to create vibrant, interactive communities of consumers who make products and brands as integral part of their daily lives. Thoroughly revised to reflect the major trends impacting contemporary marketing, this course aims to support students to understand how companies use 4 P's, 7 P's, as well as to help participants become proficient in marketing jargon and in developing marketing strategies, analyzing and guiding them.														
Prerequisites:	/														
Course learning outcomes:	The students shall acquire knowledge to:														

	<ul style="list-style-type: none"> - <i>Identify the roles of marketing and its core concepts in various types of organizations;</i> - <i>Differentiate between relevant marketing theories and models and explain how they are implemented within a company's internal and external environments;</i> - <i>Classify and assess the components of the marketing mix, demonstrating how each element interacts to create a comprehensive marketing strategy.</i>
	<p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Apply the company's strategic platform, including its mission, goals, and strategies, to real-world business contexts;</i> - <i>Evaluate the company's product/market portfolios, competencies, and key resources to make informed decisions;</i> - <i>Analyze the company's stakeholders, customer relationships, and purchasing behavior to identify key factors influencing business outcomes.</i>
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Identify key marketing strategies and understand their implications in different business contexts;</i> - <i>Assess the company's product portfolio to determine its suitability for international marketing activities, considering factors such as market trends, competition, and global positioning;</i> - <i>Develop and apply marketing strategies to address challenges and opportunities in international markets.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Understanding marketing</i> - <i>Marketing concepts</i> - <i>Understanding customers</i> - <i>Market segmentation</i> - <i>Competition strategies</i> - <i>Marketing mix tools development and resources</i> - <i>Product life cycle</i> - <i>Product portfolio</i> - <i>Branding</i> - <i>Marketing operations and partnerships</i>
List of required textbooks and learning materials:	<i>Kotler, P., & Armstrong, G. M. (2023). Principles of marketing.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Tanner, J. (2022). Principles of Marketing. FlatWorld</i> - <i>Opresnik, M.O. & Hollesnsen, S. (2024). Marketing: Principles and practice – A management-oriented approach.</i>

General Course Information															
Course name:	<i>Microeconomics</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>10</td></tr> <tr> <td>- Group work / assignments</td><td>18</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies / homework	10	- Group work / assignments	18	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies / homework	10														
- Group work / assignments	18														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>1st semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<i>This course introduces key economic concepts, theories, and analytical techniques, focusing on the behavior of individual decision-makers—primarily consumers and firms. It explores market mechanisms, using supply and demand as the core model to evaluate trade-offs and choices through cost-benefit analysis. The course covers topics such as consumption and production decisions, market structures (both competitive and imperfect), market failures, and the debate over government intervention. Students will gain insights into various economic approaches, their strengths and weaknesses, and how economics relates to other fields. This foundational course aims to deepen students' understanding of economic theory and inspire further study in applied economics.</i>														
Prerequisites:	/														
Course learning outcomes:	<i>The student shall have knowledge to:</i> <ul style="list-style-type: none"> - Identify key economic models, principles, and graphs used in common economic applications; - Understand market equilibrium, the relationship between demand and supply, and the impact of different market structures on efficiency; - Explain the concept of elasticity and its significance in pricing decisions. <i>The student shall have skills to:</i> <ul style="list-style-type: none"> - Construct graphs for key economic models; - Analyze the price mechanism across different market structures; - Apply the concepts of consumer and producer surplus to assess societal efficiency. <i>The students shall acquire competencies to:</i> <ul style="list-style-type: none"> - Develop analytical skills essential for economic thinking, integrating economic models with real-world applications; - Apply supply and demand analysis to determine prices and examine consumer choice models; - Distinguish between various market structures and their characteristics. 														
Main course themes and topics:	<ul style="list-style-type: none"> - Economic issues - Market equilibrium - Demand - Supply - Concept of elasticity - Cost and revenues - Market structures - Market failure and government policy 														

List of required textbooks and learning materials:	<i>Garratt, D. & Sloman, J. (2023). Essentials of Economics. Pearson</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Mankiw, N. G. (2023). Essentials of economics. Mindtap Course List</i> - <i>Frank, R. H., Bernanke, B., Antonovics, K., & Heffetz, O. (2022). Principles of economics.</i>

General Course Information																	
Course name:	<i>Business Communication</i>																
Study Programme:	<i>Business Management</i>																
Number of ECTS:	<p>4 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac. hours</i></th></tr> <tr> <td>- Lectures / class exercises / theoretical and practical activities</td><td>45</td></tr> <tr> <td>- Individual study (at library or at home)</td><td>39</td></tr> <tr> <td>- Case studies</td><td>2</td></tr> <tr> <td>- Homework</td><td>5</td></tr> <tr> <td>- Projects, presentations etc.</td><td>6</td></tr> <tr> <td>- Examination</td><td>3</td></tr> <tr> <td>Total student workload</td><td>100</td></tr> </table>	<i>Activity</i>	<i>Ac. hours</i>	- Lectures / class exercises / theoretical and practical activities	45	- Individual study (at library or at home)	39	- Case studies	2	- Homework	5	- Projects, presentations etc.	6	- Examination	3	Total student workload	100
<i>Activity</i>	<i>Ac. hours</i>																
- Lectures / class exercises / theoretical and practical activities	45																
- Individual study (at library or at home)	39																
- Case studies	2																
- Homework	5																
- Projects, presentations etc.	6																
- Examination	3																
Total student workload	100																
Semester and Year:	<i>1st semester, Year 1</i>																
Class Status:	<i>Mandatory</i>																
Course Description																	
Course overview:	<p><i>This course is designed to develop students' ability to communicate professionally and effectively in business settings. Students will enhance their skills in writing, speaking, and non-verbal communication specific to business contexts. Throughout the course, students will learn, practice, and evaluate strategies for teamwork, negotiation, and conflict resolution within organizations. Starting with an introduction to communication models and types, students will analyze the components of effective communication and examine how they apply in professional scenarios. They will create various forms of written communication, including reports, emails, and memos, and participate in negotiations, conflict resolution exercises, and networking activities. In the final part of the course, students will design application materials, such as CVs and motivation letters, and engage in simulated job interviews to refine their interpersonal and written skills for employment. Through practical assignments, students will be challenged to adapt their communication style to diverse professional and cultural contexts.</i></p>																
Prerequisites:	/																
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Identify and describe key communication models and theories relevant to professional settings;</i> - <i>Apply effective communication strategies, integrating verbal and non-verbal techniques tailored to business contexts;</i> - <i>Construct and evaluate various organizational written communication formats and structures, adapting to specific business needs.</i> <p><i>The students shall acquire skills to:</i></p>																

	<ul style="list-style-type: none"> - <i>Utilize English language skills proficiently in subject-specific contexts, both in written and oral forms;</i> - <i>Interpret academic material to support well-informed, effective communication;</i> - <i>Develop and implement communication strategies based on assessing, analyzing, and meeting specific communication requirements.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Engage in professional and interdisciplinary collaboration, employing English as the medium of communication;</i> - <i>Present information and convey messages independently and effectively in English, adapting to varied audiences and purposes;</i> - <i>Demonstrate proficiency in oral and written communication that meets professional standards and supports effective business interactions.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to business communication</i> - <i>The communication model: communication channels</i> - <i>Presentation skills</i> - <i>Conflict and feedback</i> - <i>Business communication strategy</i> - <i>Customer relations</i> - <i>Written communication: drafting reports</i> - <i>Written communication: writing a thesis</i> - <i>Written communication: writing a CV and motivation letter</i> - <i>Job interview</i> - <i>Business negotiations</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Cardon, P. (2020). Business Communication: Developing Leaders for a Networked World (4th ed.). McGraw Hill.</i> - <i>Bovee, C. L., & Thill, J. V. (2020). Business Communication Today (15th ed.). Pearson.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Tuleja, E. A. (2021). Intercultural Communication for Global Business (2nd ed.). Routledge.</i> - <i>The texts will be supplemented with internet articles and YouTube presentations.</i>

General Course Information															
Course name:	Mathematics														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>-Student own work with learning resources</td><td>54</td></tr> <tr> <td>-Lectures / class exercises</td><td>45</td></tr> <tr> <td>-Homework</td><td>10</td></tr> <tr> <td>-Group work / Assignments</td><td>10</td></tr> <tr> <td>-Examination (including preparation)</td><td>6</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	-Student own work with learning resources	54	-Lectures / class exercises	45	-Homework	10	-Group work / Assignments	10	-Examination (including preparation)	6	Total student workload	125
Activity	Ac.hours														
-Student own work with learning resources	54														
-Lectures / class exercises	45														
-Homework	10														
-Group work / Assignments	10														
-Examination (including preparation)	6														
Total student workload	125														
Semester and Year:	<i>1st semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<i>This course introduces the basic concepts of mathematics and calculus. It covers topics in mathematical logic, polynomials, real and complex numbers, determinants, linear equations, matrices, vectors, strings and rows, functions, and integrals that provide building blocks for higher-level study in mathematics, business, computer science, and environmental science. Upon completion of this course, the students will deeply understand basic notions and be able to use them in theoretical and practical aspects.</i>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Define and describe fundamental concepts of listed mathematics and calculus topics; - Identify, label, and outline the key mathematics and calculus properties, components, and structures, recognizing their significance in mathematical problem-solving; - State essential principles, drawing on key definitions and relationships to build a strong foundational understanding. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Compute, solve, and manipulate problems involving mathematical logic, polynomials, real and complex numbers, determinants, linear equations, matrices, vectors, strings and rows, functions, and integrals; - Demonstrate the ability to modify, operate, and employ mathematical methods to predict outcomes and produce solutions effectively; - Relate and employ mathematical techniques to discover relationships and prepare for advanced problem-solving. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Integrate and apply knowledge of mathematical logic, polynomials, real and complex numbers, determinants, linear equations, matrices, vectors, strings and rows, functions, and integrals to solve complex problems; - Demonstrate autonomy and responsibility in selecting and employing appropriate mathematical techniques in varied contexts; - Develop critical thinking and adaptability in using mathematical concepts to interpret, analyze, and address real-world scenarios effectively. 														
Main course themes and topics:	<ul style="list-style-type: none"> - Mathematical logics - Polynomials - Determinants - Linear Equations 														

	<ul style="list-style-type: none"> - <i>Matrices</i> - <i>Vectors</i> - <i>Strings</i> - <i>Rows</i> - <i>Applications of Functions</i> - <i>Applications of Integration</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Lial, M. L., Greenwell, R. N., & Ritchey, N. P. (2021). Calculus with Applications. 12th edition. Pearson.</i> - <i>Ventre, A. G. S. (2023). Calculus and Linear Algebra: Fundamentals and Applications. 1st edition. Springer.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Fusco, N., Marcellini, P., & Sbordon, C. (2022). Mathematical Analysis: Functions of Several Real Variables and Applications. 1st edition. Springer.</i>

General Course Information															
Course name:	<i>Academic English and Study Skills</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>-Student own work with learning resources</td><td>40</td></tr> <tr> <td>-Lectures / class exercises</td><td>45</td></tr> <tr> <td>-Homework</td><td>15</td></tr> <tr> <td>-Group work / Assignments</td><td>10</td></tr> <tr> <td>-Assignments / Exams</td><td>15</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	-Student own work with learning resources	40	-Lectures / class exercises	45	-Homework	15	-Group work / Assignments	10	-Assignments / Exams	15	Total student workload	125
Activity	Ac.hours														
-Student own work with learning resources	40														
-Lectures / class exercises	45														
-Homework	15														
-Group work / Assignments	10														
-Assignments / Exams	15														
Total student workload	125														
Semester and Year:	<i>1st semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<i>Academic English is designed to develop students' proficiency in academic writing, reading comprehension, and critical analysis. This course equips students with essential skills to succeed in university-level studies, focusing on grammar, structure, argumentation, and scholarly conventions. Through guided exercises and assignments, students learn to analyze academic texts, formulate coherent arguments, and produce well-structured essays and reports. These skills are foundational for effective communication in public service and essential for the completion of written assignments throughout the Business Management program.</i>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand the principles of academic writing and structure;</i> - <i>Describe the conventions of academic writing, including thesis statements, topic sentences, paragraph structure, and referencing;</i> - <i>Recognize grammatical structures and vocabulary specific to academic English;</i> - <i>Identify and understand key grammatical and vocabulary structures relevant to formal, academic writing.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Compose well-structured academic essays and reports;</i> 														

	<ul style="list-style-type: none"> - <i>Write clear, coherent, and well-organized essays that demonstrate an understanding of structure, argumentation, and critical thinking;</i> - <i>Analyze and critique academic texts;</i> - <i>Read, interpret, and evaluate academic articles and reports, identifying main arguments, supporting evidence, and biases.</i>
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Develop the ability to present ideas clearly and effectively in written form;</i> - <i>Exhibit the ability to articulate complex ideas in a clear, organized, and logical manner suited for an academic audience;</i> - <i>Demonstrate effective use of referencing and citation practices;</i> - <i>Properly integrate APA citations and references into written work, demonstrating academic integrity and respect for intellectual property.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Fundamentals of academic writing and structure</i> - <i>Essay writing: thesis statements, introductions, and conclusions</i> - <i>Grammar and vocabulary specific to academic English</i> - <i>Reading comprehension and critical analysis of academic texts</i> - <i>Paraphrasing, summarizing, and integrating evidence</i> - <i>APA referencing and citation practices</i>
List of required textbooks and learning materials:	<i>Bailey, S. (2020). Academic writing for international students of business and economics. Routledge.</i>
Additional textbooks and learning materials:	<i>Supplementary readings, articles, and exercises provided by the instructor.</i>

11.1.2 2nd Semester

Syllabuses:

General Course Information															
Course:	Financial Accounting														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>6 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>60</td></tr> <tr> <td>- Case studies / homework</td><td>8</td></tr> <tr> <td>- Group work / assignments</td><td>25</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td><i>Total student workload</i></td><td><i>150</i></td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	55	- Lectures / class exercises / workshops	60	- Case studies / homework	8	- Group work / assignments	25	- Examination	2	<i>Total student workload</i>	<i>150</i>
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	60														
- Case studies / homework	8														
- Group work / assignments	25														
- Examination	2														
<i>Total student workload</i>	<i>150</i>														
Semester and Year:	<i>2nd semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<p><i>This course introduces the objectives, principles, assumptions and concepts of financial accounting and their application in practice. The course focuses on procedures and practices from the accounting cycle relevant for financial statement preparation and assessment, with an emphasis on recognizing, valuing, reporting, and disclosing assets, liabilities, and equity. The overall objective of this course is to build the students' critical understanding of conceptual issues in financial accounting as well as to enhance the technical and analytical skills required for preparation and analysis of financial reports. The course covers the advanced issues in analysis and interpretation of the annual reports, application of challenging accounting standards, practices and solutions, and current issues in financial regulation and reporting.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Define the fundamental financial accounting principles and concepts, and explain the objectives of financial accounting in the context of business operations.</i> - <i>Identify and describe the conceptual framework used to accumulate, measure, record, and report financial information in the double-entry accounting system.</i> - <i>Explain the key procedures, techniques, and practices necessary for preparing and evaluating financial statements, ensuring compliance with accounting standards and best practices.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Apply generally accepted accounting principles (GAAP) in the process of accumulating, identifying, measuring, and recording financial information.</i> - <i>Examine and explain how business transactions related to the recognition, valuation, and disposal of assets, liabilities, and owner's equity impact the preparation of financial statements and influence decision-making by various business stakeholders.</i> - <i>Prepare and critically analyze financial statements, identifying key insights and assessing their implications for business performance and strategy.</i> 														

	<p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Demonstrate the connection between financial accounting systems and business activities across different types of organizations, illustrating how accounting practices support organizational goals.</i> - <i>Create financial statements and critically analyze business performance, using financial data to evaluate organizational health and suggest improvements.</i> - <i>Assess accounting and corporate finance practices, addressing complex issues and situations related to financial accounting, and applying theoretical knowledge to real-world scenarios.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to Financial Accounting</i> <i>Overview of the purpose, principles, and scope of financial accounting, focusing on the preparation and use of financial statements.</i> - <i>The Accounting Cycle</i> <i>Covers the steps of the accounting cycle, from recording transactions to preparing financial statements, including journal entries, ledgers, and trial balances.</i> - <i>Financial Statements</i> <i>Detailed study of the primary financial statements: income statement, balance sheet, statement of cash flows, and statement of shareholders' equity.</i> - <i>Revenue Recognition and Expense Matching</i> <i>Principles and guidelines for recognizing revenues and matching expenses, with a focus on accrual accounting.</i> - <i>Asset Valuation and Depreciation</i> <i>Examining the accounting treatment of various assets such as inventories, receivables, fixed assets, and their depreciation methods.</i> - <i>Liabilities and Equity</i> <i>Exploration of accounting for short-term and long-term liabilities, including loans, bonds, and the equity section, covering topics like dividends and stock transactions.</i> - <i>Financial Statement Analysis</i> <i>Techniques for analyzing financial statements using ratios and other tools to evaluate a company's performance and financial health.</i>
List of required textbooks and learning materials:	<i>Alexander, D., Nobes, C., & Ullathorne, A. (2020). Financial Accounting: An International Introduction. Pearson UK.</i>
Additional textbooks and learning materials:	<i>Bragg, S.M. (2021). Principles of Accounting. AccountingTools</i>

General Course Information																	
Course name:	<i>Principles of Entrepreneurship</i>																
Study Programme:	<i>Business Management</i>																
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac. hours</i></th></tr> <tr> <td>- Lectures / class exercises / theoretical and practical activities</td><td>45</td></tr> <tr> <td>- Individual study (at library or at home)</td><td>55</td></tr> <tr> <td>- Case studies</td><td>6</td></tr> <tr> <td>- Homework</td><td>5</td></tr> <tr> <td>- Projects, presentations etc.</td><td>10</td></tr> <tr> <td>- Examination</td><td>4</td></tr> <tr> <td><i>Total student workload</i></td><td><i>125</i></td></tr> </table>	<i>Activity</i>	<i>Ac. hours</i>	- Lectures / class exercises / theoretical and practical activities	45	- Individual study (at library or at home)	55	- Case studies	6	- Homework	5	- Projects, presentations etc.	10	- Examination	4	<i>Total student workload</i>	<i>125</i>
<i>Activity</i>	<i>Ac. hours</i>																
- Lectures / class exercises / theoretical and practical activities	45																
- Individual study (at library or at home)	55																
- Case studies	6																
- Homework	5																
- Projects, presentations etc.	10																
- Examination	4																
<i>Total student workload</i>	<i>125</i>																
Semester and Year:	<i>2nd semester, Year 1</i>																
Class Status:	<i>Mandatory</i>																
Course Description																	
Course overview:	<p><i>The Principles of Entrepreneurship course equips students with the mindset and skills needed to act as entrepreneurs, whether in launching new ventures or driving innovation within established companies. The course covers entrepreneurial theory and its practical applications, focusing on key stages such as opportunity identification, evaluation, and organization. Through case study analysis and theoretical exploration, students will gain insights into the critical business elements for early-stage firms. The course prepares students to manage and scale startups, initiate entrepreneurial projects within existing organizations, and create economic or social value. Key topics include opportunity recognition, resource mobilization, and venture launching. By the end of the course, students will be able to assess the challenges and opportunities of entrepreneurship and apply core skills to address common issues faced by small businesses. This course is designed for aspiring entrepreneurs and those looking to build entrepreneurial competencies for diverse career paths.</i></p>																
Prerequisites:	/																
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Identify the factors that promote entrepreneurship and analyze what determines the success or failure at the launch of new business concepts.</i> - <i>Evaluate the tools, methods, and processes that can be employed to foster an innovative environment.</i> - <i>Analyze external factors conducive to new initiatives, including opportunities that arise from a "window of opportunity."</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Generate creative business ideas and assess the available methods to analyze and test their viability.</i> - <i>Develop market analyses, demand documentation, and design a practical action plan for implementing a specific idea.</i> - <i>Formulate financing proposals with cost estimates and participate in negotiations related to financing for implementing a business plan.</i> <p><i>The students shall acquire competencies to:</i></p>																

	<ul style="list-style-type: none"> - Conduct initial assessments independently when starting a new concept, project, product, or company. - Identify and develop entrepreneurial opportunities, recognizing potential for new business ventures or intrapreneurial activities within existing organizations. - Prepare and present effectively a comprehensive plan for establishing a new company, project, product, or concept new project/product/concept implementation.
Main course themes and topics:	<ul style="list-style-type: none"> - What is entrepreneurship and Who is the entrepreneur? - Evaluation of opportunities - The organizing of opportunities - Chapter VI – Resources - Network - Intrapreneurship - Social Entrepreneurship - Establishing and organizing SMEs
List of required textbooks and learning materials:	<i>Fisher, G. (2025). The principles of entrepreneurial progress: how to create and sustain momentum when launching a startup. Oxford University Press</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Hurt, B.H. (2022). The entrepreneur's essentials: lessons for startup & leadership excellence</i> - <i>John, O. & Monday, J. (2024). Principles of entrepreneurship: key to business success</i>

General Course Information															
Course name:	<i>Creativity and Innovation</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>4 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> </thead> <tbody> <tr> <td>- Student own work with learning resources</td><td>35</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>8</td></tr> <tr> <td>- Group work / assignments</td><td>10</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>100</td></tr> </tbody> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	35	- Lectures / class exercises / workshops	45	- Case studies / homework	8	- Group work / assignments	10	- Examination	2	Total student workload	100
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	35														
- Lectures / class exercises / workshops	45														
- Case studies / homework	8														
- Group work / assignments	10														
- Examination	2														
Total student workload	100														
Semester and Year:	<i>2nd semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<i>In today's rapidly changing environment, creativity and innovation have become critical components for success across industries. This course delves into the dynamic interplay between creativity and innovation, exploring how individuals and organizations leverage creative thinking to drive impactful innovation. Through a combination of theoretical exploration, empirical analysis, case studies, and practical applications, students will gain a deeper understanding of the processes, factors, and outcomes associated with fostering creativity and driving innovation in diverse contexts. The course covers a range of topics, including methods in creativity research, innovation management tools, organizational</i>														

	<i>structures for innovation, intellectual property considerations, and ethical implications in the innovation process.</i>
Prerequisites:	/
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Define the concepts of creativity and innovation, including their definitions, characteristics, and significance in organizational contexts.</i> - <i>Describe various methods used in creativity research to analyze and evaluate creative processes and outcomes.</i> - <i>Identify innovation management tools and techniques that foster innovation within organizations.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Analyze complex concepts related to creativity, innovation, and market opportunities, enabling them to assess their significance and implications within organizational contexts.</i> - <i>Assess market opportunities for new product or service development and utilize relevant models for implementing innovative projects and policies.</i> - <i>Apply strategic thinking to evaluate the long-term implications of innovation decisions, identifying strategic opportunities for organizational growth and success.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Evaluate different options and formulate innovation strategies that effectively capitalize on opportunities for innovation.</i> - <i>Develop an understanding of ethical considerations in creativity and innovation, demonstrating integrity, honesty, and respect for intellectual property rights in their work.</i> - <i>Demonstrate leadership qualities and initiative by taking ownership of projects, inspiring others, and leading the implementation of innovative ideas and solutions.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Creativity and Innovation</i> - <i>Creativity Approaches</i> - <i>Innovation Processes and Innovation Management</i> - <i>Factors Affecting Creativity and Innovation</i> - <i>Types of Innovation</i> - <i>Future of Creativity and Innovation</i>
List of required textbooks and learning materials:	<i>Singh, A. K. (2021). Creativity & Innovation. Notion Press.</i>
Additional textbooks and learning materials:	<i>Goller, I., & Bessant, J. R. (2023). Creativity for innovation management: Tools and Techniques for Creative Thinking in Practice.</i>

General Course Information													
Course name:	Macroeconomics												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>58</td></tr> <tr> <td>- Lectures / workshops / case studies</td><td>45</td></tr> <tr> <td>- Group work / assignments</td><td>20</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	58	- Lectures / workshops / case studies	45	- Group work / assignments	20	- Examination	2	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	58												
- Lectures / workshops / case studies	45												
- Group work / assignments	20												
- Examination	2												
Total student workload	125												
Semester and Year:	2 nd semester, Year 1												
Class Status:	Mandatory												
Course Description													
Course overview:	<p><i>This course provides an introduction to macroeconomics, focusing on the economy at a national and global scale. Topics include aggregate national income, government spending, taxation, inflation, unemployment, and the role of monetary and fiscal policy. While microeconomics examines individual economic units, macroeconomics looks at overall economic performance, including growth rates, price levels, and the interaction of goods, services, labor, and money markets. The course will explore how government policies can address key macroeconomic objectives and examine global trends such as technological change, environmental issues, and international trade. Students will gain an understanding of the strengths and limitations of various economic approaches and appreciate the connections between economics and other academic disciplines.</i></p>												
Prerequisites:	<i>Completion of Microeconomics</i>												
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - Differentiate theories and concepts of main macroeconomic indicators (economic growth, inflation, unemployment and balance of payment); - Understand the labor market including the demand and supply of labor; - Classify various types of monetary and fiscal policy. <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - Analyze and assessing the connection between main macroeconomic indicators; - Describe and analyze the most important economic key figures with a view to market assessment; - Apply and analyze wage and income formation models. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Integrate socio-economic conditions in relation to the market analysis and assessment; - Evaluate the implications circumstances from the economy for analysis and estimate a market; - Assess socio-economic contexts and include relevant possible solutions. 												
Main course themes and topics:	<ul style="list-style-type: none"> - Labour market - National income and economic growth - Aggregate demand and aggregate supply - Inflation and unemployment 												

	<ul style="list-style-type: none"> - Money and interest rates - Monetary and fiscal policy - The open economy - Balance of payment - Exchange rates
List of required textbooks and learning materials:	Krugman, P. (2021). <i>Macroeconomics</i> . Worth Publishers.
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - Jones, C. (2020). <i>Macroeconomics</i>. W. W. Norton & Company. - Case studies and other course material

General Course Information															
Course name:	<i>Statistics and Research Methods</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>6 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / workshop / class exercises</td><td>60</td></tr> <tr> <td>- Homework</td><td>10</td></tr> <tr> <td>- Group work / Assignments</td><td>20</td></tr> <tr> <td>- Examination (including preparation)</td><td>10</td></tr> <tr> <td>Total student workload</td><td>150</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	50	- Lectures / workshop / class exercises	60	- Homework	10	- Group work / Assignments	20	- Examination (including preparation)	10	Total student workload	150
Activity	Ac.hours														
- Student own work with learning resources	50														
- Lectures / workshop / class exercises	60														
- Homework	10														
- Group work / Assignments	20														
- Examination (including preparation)	10														
Total student workload	150														
Semester and Year:	2 nd semester, Year 2														
Class Status:	Mandatory														
Course Description															
Course overview:	<i>This course provides a basic review of descriptive and inferential statistics and how these techniques are used with research methods appropriate for social sciences, business, management, and technology. Students will become proficient in computer analysis of data sets, designing and evaluating research designs and techniques, and having the skills to understand primary research in counseling literature.</i>														
Prerequisites:	<i>Completion of Mathematics</i>														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - Understand the basics of research, research process, and statistics; - Define and describe research work and research reports; - Name the key descriptive and inferential statistics techniques; - Recognize the differences between parametric and Non-parametric tests. 														
	<p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - Use a small-scale research project to collect information and resolve problems for different cases; - Employ different statistical software to enter and analyze quantitative data; - Apply statistics tests, hypotheses, and techniques. 														
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Analyze research data using descriptive and inferential statistical techniques. - Test and compare results of statistics hypotheses, techniques, and tests. - Compare software for data analysis. 														

Main course themes and topics:	<ul style="list-style-type: none"> - <i>Research Methodology and Problem Definition</i> - <i>Research Design</i> - <i>Sampling Design</i> - <i>Data Collection</i> - <i>Interpretation and report writing</i> - <i>Descriptive Statistics and Measures of Dispersion</i> - <i>Correlation and Regression</i> - <i>Probability distributions</i> - <i>Sampling methods and sampling distributions</i> - <i>Estimation</i> - <i>Testing of Hypothesis</i> - <i>Parametric tests</i> - <i>Non-parametric tests</i> - <i>Research tools</i> - <i>Software for statistics and data visualization</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Pallant, J. (2020). SPSS survival manual: A step by step guide to data analysis using IBM SPSS. 7th edition. Routledge.</i> - <i>Hermans, K. (2023). Mastering Probability and Statistics: A Comprehensive Guide to Learn Probability and Statistics. 1st edition. Independently published.</i> - <i>Deckler, G., Powell, B. (2022). Mastering Microsoft Power BI: Expert techniques to create interactive insights for effective data analytics and business intelligence. 2nd edition. Packt Publishing.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - https://www.ibm.com/products/spss-statistics - https://www.microsoft.com/en-us/power-platform/products/power-bi

General Course Information															
Course name:	<i>Business English</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>4 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- <i>Student own work with learning resources</i></td><td>35</td></tr> <tr> <td>- <i>Lectures / class exercises / workshop</i></td><td>45</td></tr> <tr> <td>- <i>Case studies</i></td><td>3</td></tr> <tr> <td>- <i>Group work / Assignments</i></td><td>15</td></tr> <tr> <td>- <i>Examination</i></td><td>2</td></tr> <tr> <td><i>Total student workload</i></td><td>100</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- <i>Student own work with learning resources</i>	35	- <i>Lectures / class exercises / workshop</i>	45	- <i>Case studies</i>	3	- <i>Group work / Assignments</i>	15	- <i>Examination</i>	2	<i>Total student workload</i>	100
<i>Activity</i>	<i>Ac.hours</i>														
- <i>Student own work with learning resources</i>	35														
- <i>Lectures / class exercises / workshop</i>	45														
- <i>Case studies</i>	3														
- <i>Group work / Assignments</i>	15														
- <i>Examination</i>	2														
<i>Total student workload</i>	100														
Semester and Year:	<i>2nd semester, Year 1</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<p><i>Business English is designed to develop students' proficiency in academic writing, reading comprehension, and critical analysis. This course equips students with essential skills to succeed in university-level business studies, focusing on grammar, structure, argumentation, and scholarly conventions. Through guided exercises and assignments, students learn to analyze academic texts, formulate coherent arguments, and produce well-structured essays and reports. These skills are foundational for effective communication in business and essential for</i></p>														

	<i>the completion of written assignments throughout the Business Management program.</i>
Prerequisites:	<i>Completion of Academic English and Study Skills</i>
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> <i>- Understand advanced academic English concepts and field-specific terminology;</i> <i>- Demonstrate familiarity with business terms used in academic and professional contexts;</i> <i>- Identify the conventions of academic writing in business management;</i> <i>- Recognize writing structures and formats commonly used in business studies.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> <i>- Analyze field-specific texts to extract and critique key information;</i> <i>- Evaluate academic articles, business case studies, and reports for argumentation and evidence;</i> <i>- Apply advanced writing and presentation skills in business contexts;</i> <i>- Create structured essays, reports, and presentations using business terminology and academic conventions.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> <i>- Demonstrate critical thinking in addressing business issues;</i> <i>- Assess business problems and propose well-structured, evidence-based solutions;</i> <i>- Develop a field-specific academic paper or project proposal;</i> <i>- Draft a comprehensive report or proposal incorporating relevant research, data analysis, and technical language.</i>
Main course themes and topics:	<p><i>Advanced Academic Writing</i></p> <ul style="list-style-type: none"> <i>- Writing and formatting technical reports</i> <i>- Structuring research papers for business studies</i> <i>- Incorporating data, graphs, and visuals effectively</i> <p><i>Field-Specific Vocabulary and Terminology</i></p> <ul style="list-style-type: none"> <i>- Technical language in business management</i> <i>- Key terms related to business management, international sales and marketing and international business management</i> <p><i>Critical Reading and Analysis</i></p> <ul style="list-style-type: none"> <i>- Evaluating scientific articles and technical reports</i> <i>- Identifying bias and gaps in business management research</i> <p><i>Effective Oral Communication</i></p> <ul style="list-style-type: none"> <i>- Presenting technical data to academic and non-academic audiences</i> <i>- Engaging in debates and discussions on business topics</i> <p><i>Research Skills and Ethics</i></p> <ul style="list-style-type: none"> <i>- Conducting literature reviews in business management</i> <i>- Ethical considerations in academic research and writing</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> <i>- Bailey, S. (2020). Academic writing for international students of business and economics. Routledge.</i> <i>- Relevant articles from journals such as Business Management.</i>
Additional textbooks and learning materials:	<i>Supplemental field-specific readings and environmental case studies provided by the instructor.</i>

11.2 Year 2

11.2.1 3rd Semester:

Syllabuses:

General Course Information															
Course name:	<i>Strategic Management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>-Student own work with learning resources</td><td>50</td></tr> <tr> <td>-Lectures / class exercise / workshops</td><td>45</td></tr> <tr> <td>-Case studies / homework</td><td>8</td></tr> <tr> <td>-Group work / assignments</td><td>20</td></tr> <tr> <td>-Examination</td><td>2</td></tr> <tr> <td><i>Total student workload</i></td><td><i>125</i></td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	-Student own work with learning resources	50	-Lectures / class exercise / workshops	45	-Case studies / homework	8	-Group work / assignments	20	-Examination	2	<i>Total student workload</i>	<i>125</i>
<i>Activity</i>	<i>Ac.hours</i>														
-Student own work with learning resources	50														
-Lectures / class exercise / workshops	45														
-Case studies / homework	8														
-Group work / assignments	20														
-Examination	2														
<i>Total student workload</i>	<i>125</i>														
Semester and Year:	<i>Semester 3, Year 2</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<i>This course equips students with the knowledge and tools to navigate the dynamic world of strategic decision-making. By exploring the core concepts, frameworks, and analytical techniques of strategic management, students gain a comprehensive understanding of how organizations formulate, implement, and evaluate strategies to achieve long-term competitive advantage. This course is crucial for anyone aiming to be a successful leader or manager, as strategic decision-making underpins organizational success in today's competitive environment.</i>														
Prerequisites:	<i>Completion of Principles of Management</i>														
Course learning outcomes:	<p><i>Students will gain knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain the fundamental concepts of strategic management, including industry analysis, competitive advantage, and strategic choice;</i> - <i>Analyze the external and internal environments of organizations to identify strategic opportunities and threats;</i> - <i>Evaluate different strategic options and their potential impact on organizational performance.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Apply strategic frameworks and tools to conduct effective industry and competitor analysis;</i> - <i>Develop and defend a comprehensive strategic plan for an organization;</i> - <i>Communicate strategic recommendations clearly and concisely to stakeholders.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Think critically and analytically about complex strategic issues;</i> - <i>Integrate knowledge from various business disciplines to formulate effective strategies;</i> - <i>Demonstrate strong leadership potential through strategic decision-making.</i> 														
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Foundations of Strategic Management</i> - <i>Industry Analysis and Competitive Advantage</i> - <i>Strategic Choice and Formulation</i> 														

	<ul style="list-style-type: none"> - <i>Corporate-Level Strategy</i> - <i>Business-Level Strategy</i> - <i>Implementation and Strategic Leadership</i> - <i>Strategic Renewal and Change Management</i> - <i>The Future of Strategy in a Globalized World</i>
List of required textbooks and learning materials:	<i>Hunger, J. D. (2020). Essentials of strategic management. Prentice Hall.</i>
Additional textbooks and learning materials:	<i>Henry, A. (2021). Understanding strategic management. Oxford University Press.</i>

General Course Information													
Course name:	Financial Management												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>58</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Group work / Projects / homework</td><td>20</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	58	- Lectures / class exercises / workshops	45	- Group work / Projects / homework	20	- Examination	2	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	58												
- Lectures / class exercises / workshops	45												
- Group work / Projects / homework	20												
- Examination	2												
Total student workload	125												
Semester and Year:	<i>3rd semester, Year 2</i>												
Class Status:	<i>Mandatory</i>												
Course Description													
Course overview:	<i>Financial Management course is an introductory course in finance that focuses on the practical aspects of corporate finance. The main goal of this course is to develop a foundation of financial management concepts and enable students to understand how corporations meet their financial objectives utilizing financial decision-making. The course introduces students to financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management. Students will learn conceptual frameworks to identify, understand and address problems commonly faced by corporate decision-makers. Through readings, lectures, real-world case studies, and assignments, students will gain an understanding of how to use financial information in organizational planning, implementation, control, reporting, and analysis. This course will help any future manager to understand how the finances of a company work, and how they will be interfacing with finance.</i>												
Prerequisites:	<i>Completion of Financial Accounting</i>												
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand the theories and role of financial management within a business, emphasizing its nature and importance in organizational decision-making.</i> - <i>Comprehend finance and investment theories, with a focus on the operation of financial markets and their impact on corporate financial strategies.</i> - <i>Explain the theories of financial statement analysis and how these relate to assessing a company's financial health.</i> <p><i>The student shall have skills to:</i></p>												

	<ul style="list-style-type: none"> - <i>Apply and critically evaluate corporate finance techniques, ensuring that students can select the most appropriate methods for different financial contexts.</i> - <i>Analyze a company's financial performance, and make appropriate, evidence-based recommendations for improvement.</i> - <i>Use financial standards and ratios to interpret and evaluate financial statements and reports in the context of business operations.</i>
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Describe the financial environment within which organizations operate, including key elements that influence financial decisions.</i> - <i>Manage, plan, and coordinate company finances, and assess and select the most suitable capital structure based on the company's specific situation and needs.</i> - <i>Interpret financial data to conduct risk assessments, valuation analyses, and forecasts, and to prepare financial reports for decision-making and performance evaluation.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Theories and concepts of financial management</i> - <i>The finance manager and the financial environment</i> - <i>Financial markets and financial institutions</i> - <i>Overview of financial statements</i> - <i>Financial statement analysis</i> - <i>Measuring financial performance</i> - <i>Financial forecasting and planning</i> - <i>Sources of financing</i> - <i>Interest rates</i> - <i>Risk and return</i> - <i>The time value of money</i> - <i>Break-even analysis</i> - <i>Working capital and financial decision</i>
List of required textbooks and learning materials:	<i>Brooks, R. (2025). Financial Management: Core Concepts.</i>
Additional textbooks and learning materials:	<i>Brigham, E. F., & Ehrhardt, M. C. (2023). Financial Management: Theory & practice. Cengage Learning.</i>

General Course Information													
Course name:	<i>Introduction to Human Resource Management and Development</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>58</td></tr> <tr> <td>- Lectures / practical class</td><td>45</td></tr> <tr> <td>- Group work / assignments / homework</td><td>20</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td><i>Total student workload</i></td><td><i>125</i></td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	58	- Lectures / practical class	45	- Group work / assignments / homework	20	- Examination	2	<i>Total student workload</i>	<i>125</i>
<i>Activity</i>	<i>Ac.hours</i>												
- Student own work with learning resources	58												
- Lectures / practical class	45												
- Group work / assignments / homework	20												
- Examination	2												
<i>Total student workload</i>	<i>125</i>												
Semester and Year:	<i>3rd semester, Year 2</i>												
Class Status:	<i>Mandatory</i>												
Course Description													
Course overview:	<i>This course introduces the fundamental principles and practices of Human Resource Management and Development (HRMD), emphasizing its crucial role in organizational success. HRMD focuses on attracting, developing, and retaining a talented workforce to help achieve strategic goals. Students will explore key HR functions, including recruitment, employee training and development, performance management, compensation, and employee relations. The course also addresses contemporary HR issues such as diversity and inclusion, employee engagement, and the role of HR in shaping organizational culture. By the end of the course, students will understand how HR practices impact employee performance, satisfaction, and retention, and how HR contributes to overall organizational effectiveness. This course is ideal for those pursuing a career in HR or those seeking to understand the strategic role of HR in modern organizations.</i>												
Prerequisites:	<i>Completion of Principles of Management</i>												
Course learning outcomes:	<i>Students will gain knowledge to:</i> <ul style="list-style-type: none"> - Explain core HR functions including recruitment, selection, training, compensation, and performance management; - Analyze the legal and ethical considerations in HR practices; - Identify trends and challenges in the contemporary HR landscape. <i>Students will gain skills to:</i> <ul style="list-style-type: none"> - Apply HR principles to solve workplace problems and develop effective HR strategies; - Critically evaluate HR practices and their impact on employee motivation and engagement; - Communicate effectively with stakeholders regarding HR policies and procedures. <i>Students will gain competencies to:</i> <ul style="list-style-type: none"> - Demonstrate an understanding of professional ethics in HR decision-making; - Work collaboratively with other departments to achieve organizational goals through HR initiatives; - Adapt to evolving HR practices and trends in the workplace. 												
Main course themes and topics:	<ul style="list-style-type: none"> - <i>HR Planning and Strategy</i> - <i>Job Analysis and Design</i> - <i>Recruitment and Selection</i> - <i>Training and Development</i> - <i>Performance Management and Evaluation</i> 												

	<ul style="list-style-type: none"> - <i>Compensation and Benefits</i> - <i>Employee Relations and Labor Law</i> - <i>Workplace Safety and Health</i> - <i>HR Development and Talent Management</i> - <i>The Future of Work and HR Trends</i>
List of required textbooks and learning materials:	<i>Verhulst, S. L., & DeCenzo, D. A. (2021). Fundamentals of human resource management. John Wiley & Sons.</i>
Additional textbooks and learning materials:	<i>Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page Publishers.</i>

General Course Information													
Course name:	<i>Business Law and Ethics</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- <i>Student own work with learning resources</i></td><td>58</td></tr> <tr> <td>- <i>Lectures / workshop / Simulation and discussion</i></td><td>45</td></tr> <tr> <td>- <i>Group work / assignments / homework</i></td><td>20</td></tr> <tr> <td>- <i>Examination</i></td><td>2</td></tr> <tr> <td><i>Total student workload</i></td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- <i>Student own work with learning resources</i>	58	- <i>Lectures / workshop / Simulation and discussion</i>	45	- <i>Group work / assignments / homework</i>	20	- <i>Examination</i>	2	<i>Total student workload</i>	125
<i>Activity</i>	<i>Ac.hours</i>												
- <i>Student own work with learning resources</i>	58												
- <i>Lectures / workshop / Simulation and discussion</i>	45												
- <i>Group work / assignments / homework</i>	20												
- <i>Examination</i>	2												
<i>Total student workload</i>	125												
Semester and Year:	<i>3rd semester, Year 2</i>												
Class Status:	<i>Mandatory</i>												
Course Description													
Course overview:	<i>The course is designed to provide the student with a basic understanding of the legal landscape that businesses operate within. The primary emphasis will be on understanding the legal concepts in the area of business and business-related transactions necessary to ethically perform the duties of a business professional working in and with the modern business organization that effectively performs in a global environment. The course covers a wide array of topics, from the fundamentals of business law and its importance in business management to specialized areas like intellectual property law, contracts law, employment law, etc. Upon the completion of the course, the students are expected to be able to understand and successfully deal with legal concepts in the context of modern business.</i>												
Prerequisites:	/												
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Identify the fundamental principles of business law and describe its relevance in business management;</i> - <i>Explain the legal frameworks that govern different business entities, emphasizing ethical and legal considerations in business;</i> - <i>Understand the legal aspects of contracts, employment, corporate governance, and specialized areas like intellectual property, customer protection, and international business law.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Demonstrate an understanding of various legal issues arising in business environments.</i> - <i>Analyze legal principles related to commercial transactions, corporations, and other forms of business organizations.</i> 												

	<ul style="list-style-type: none"> - <i>Explain the role of ethics in the context of corporate and business law, and apply ethical decision-making frameworks.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Assess the legal frameworks governing business practices to safeguard organizational rights, minimize legal risks, and avoid costly legal disputes or reputational damage</i> - <i>Navigate complex commercial activities with a focus on solving legal and ethical dilemmas, ensuring adherence to laws and managing risk through strategic decision-making.</i> - <i>Negotiate effectively by applying knowledge of business law to defend the integrity of agreements and secure favorable terms, ensuring compliance with legal standards.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Nature and Sources of Law</i> - <i>Litigation vs. Alternative Dispute Resolution</i> - <i>Torts</i> - <i>Contracts</i> - <i>Property Law</i> - <i>Intellectual Property</i> - <i>Employment Law</i> - <i>Business Organizations</i> - <i>Business Regulation</i>
List of required textbooks and learning materials:	<p><i>Clarkson, K. W., & Miller, R. L. (2020). Business Law: text and cases. Cengage Learning.</i></p>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>JPrekert, J. D., Barnes, A. J., Perry, J. E., Haugh, T., & Stemler, A. R. (2021). Business Law: The Ethical, Global, and Digital Environment.</i> - <i>Beatty, J. F., Samuelson, S. S., & Abril, P. (2021). Business Law and the Legal Environment - Standard Edition. South-Western College.</i>

Electives: Concentration 1 – International Business Management

General Course Information															
Course:	<i>Business Analysis</i>														
Study programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies</td><td>3</td></tr> <tr> <td>- Group work / Assignments</td><td>25</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies	3	- Group work / Assignments	25	- Examination	2	Total student workload	125
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies	3														
- Group work / Assignments	25														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>3rd semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course is designed to equip students with the fundamental skills and knowledge required to excel in the field of business analysis. Through a blend of theoretical insights and practical applications, participants will learn to identify business needs, recommend relevant solutions, and drive organizational change. The Business Analysis course equips students with the essential skills and methodologies needed to analyze business needs and provide solutions that deliver value to stakeholders. Covering the full spectrum of business analysis activities, from requirements gathering and process modeling to strategic planning and solution assessment, this course emphasizes practical application through real-world case studies and hands-on projects. Students will learn to effectively communicate with stakeholders, identify business opportunities, and drive organizational change using industry-standard tools and techniques. Ideal for aspiring business analysts, project managers, and professionals looking to enhance their analytical capabilities.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - Understand the role and responsibilities of a business analyst; - Apply various business analysis techniques to gather and document requirements; - Utilize modeling tools and methods to visualize business processes. <p><i>The student shall have skills in:</i></p> <ul style="list-style-type: none"> - Apply techniques for eliciting and documenting business requirements; - Utilize data analysis methods and create business process models; - Map and optimize business processes to enhance efficiency. <p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Analyze and interpret data to support business decisions; - Communicate effectively with stakeholders to align business objectives; - Improve business processes using data-driven insights and optimization techniques. 														

Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to Business Analysis</i> Overview of the role and importance of business analysis in organizations, including key responsibilities and the business analyst's function in solving problems and improving business processes. - <i>Requirements Elicitation and Management</i> Techniques for gathering and documenting stakeholder requirements, including interviews, workshops, surveys, and use cases, as well as managing and validating requirements throughout the project lifecycle. - <i>Business Process Modeling</i> Learning how to map and analyze business processes using tools like flowcharts, BPMN (Business Process Model and Notation), and other diagramming techniques to identify areas for improvement. - <i>Data Analysis and Reporting</i> Understanding the importance of data in decision-making processes, and learning methods to collect, analyze, and present data using tools like Excel, SQL, and visualization software. - <i>Solution Assessment and Validation</i> Evaluating potential solutions to business problems, assessing their feasibility, and ensuring the solutions meet the requirements and deliver value to the organization. - <i>Stakeholder Analysis and Communication</i> Techniques for identifying stakeholders, understanding their needs, and effectively communicating project goals, progress, and outcomes to various stakeholders. - <i>Agile and Waterfall Methodologies</i> Exploring different project management methodologies like Agile and Waterfall, and understanding how business analysts work within these frameworks to support project success.
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Kupersmith, K. (2023). Business Analysis for Dummies.</i> - <i>Richardson, V. & Watson, M. (2021). Introduction to Business Analytics". McGraw-Hill.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Girvan, L. & Paul, D. (2021). Agile and Business Analysis" by Debra Paul and Lynda Girvan.</i> - <i>Robertson, J. & Robertson, S. (2020). Business Analysis Agility: Solve the Real Problem, Deliver the Real Value" by James Robertson and Suzanne Robertson.</i>

General Course Information															
Course name:	Operations Management														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>10</td></tr> <tr> <td>- Group work / assignments</td><td>13</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	55	- Lectures / class exercises / workshops	45	- Case studies / homework	10	- Group work / assignments	13	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	45														
- Case studies / homework	10														
- Group work / assignments	13														
- Examination	2														
Total student workload	125														
Semester and Year:	3 rd semester, Year 2														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course offers a comprehensive exploration of the principles, strategies, and tools essential for effective operations management. Operations Management is a comprehensive study of the principles and practices involved in the effective planning, organizing, and controlling of processes and resources to produce goods and deliver services. Topics explores principles such as process optimization, resource management, quality control, and strategic planning, while emphasizing ethical considerations and sustainability practices in the context of operations management. Through lectures, discussions, case studies, and practical exercises, students develop a holistic understanding of operations management and its significance in driving organizational success in today's dynamic business environment. By the end of the course, students emerge with not only a theoretical foundation but also practical skills and insights that prepare them to understand the complexities of operations management in today's global business market.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Define the principles, strategies, and tools essential for effective operations management, including describing the processes of planning, organizing, and controlling resources to deliver goods and services. - Identify global perspectives on operations management, including analyzing challenges and opportunities in international sourcing, production, and distribution, while considering the impact of cultural differences and geopolitical factors. - Evaluate the importance of sustainability and ethical considerations in decision-making, focusing on environmental impact, social responsibility, and stakeholder engagement. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Apply operations management concepts and techniques to analyze real-world business scenarios, formulating strategies, and making data-driven decisions to optimize processes and enhance organizational performance. - Demonstrate effective communication skills by conveying complex operational concepts, presenting findings, and collaborating with team members and stakeholders to implement process improvements and resolve operational challenges. 														

	<ul style="list-style-type: none"> - Cultivate adaptability and resilience to manage dynamic operational environments, responding proactively to changes in market conditions, customer demands, and technological advancement
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Manage operations projects comprehensively from initiation to completion, including defining project scope, allocating resources, managing timelines, and addressing project risks and constraints. - Adapting operations strategies to evolving market conditions and strategic objectives while minimizing disruptions and maximizing employee engagement. - Identifying and analyzing operational problems using appropriate methodologies and tools, fostering creativity and critical thinking skills.
Main course themes and topics:	<ul style="list-style-type: none"> - Introduction to Operations Management - Operations Strategy - Supply Chain Management - Capacity and Quality Management - Workforce and Technology Integration - Lean and Continuous Improvement
List of required textbooks and learning materials:	Jones, P., & Robinson, P. (2020). <i>Operations Management</i> . Oxford University Press, USA.
Additional textbooks and learning materials:	Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). <i>Global Supply Chain and Operations Management: A Decision-Oriented Introduction to the Creation of Value</i> . Springer Nature.

General Course Information															
Course name:	<i>Sustainable Business</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>10</td></tr> <tr> <td>- Group work / assignments</td><td>13</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	- Student own work with learning resources	55	- Lectures / class exercises / workshops	45	- Case studies / homework	10	- Group work / assignments	13	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	45														
- Case studies / homework	10														
- Group work / assignments	13														
- Examination	2														
Total student workload	125														
Semester and Year:	3 rd semester, Year 2														
Class Status:	Elective														
Course Description															
Course overview:	<p><i>Sustainable Business course provides information to assist students in understanding what sustainability in business means and how to start and maintain a sustainable business model. This course examines main sustainability concepts and demonstrates the working principles of understanding sustainable business strategies. Special attention is given to an analysis of the relationships between the business community, the natural environment, and social and environmental sustainability. The course describes and clarifies the characteristics and functions of business models and guides students through specific information concerning a sustainable plan for business. The course also examines</i></p>														

	<i>global debates on social and environmental issues, introduces theories of sustainability, and considers the implications of sustainability for business policy and management.</i>
Prerequisites:	<i>Completion of Microeconomics, Macroeconomics</i>
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> <i>- Understand the effectiveness of sustainable business practices and how different sustainability options work.</i> <i>- Identify key theories, methods, and approaches in sustainability and environmental economics.</i> <i>- Explain the management of sustainable businesses, including how to develop sustainable business plans and promote eco-friendly companies, products, and services.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> <i>- Employ appropriate tools and methods of business analysis to analyze and communicate social, economic, and environmental factors of problems and opportunities at the intersections of business and the environment;</i> <i>- Evaluate organization's current sustainability efforts, identifying gaps and opportunities, and creating unique solutions to drive organizational value;</i> <i>- Apply theory for innovation of smart ideas / business models in business.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> <i>- Evaluate the necessary changes in organizational functions for transitioning to sustainability.</i> <i>- Critique the role of businesses in the transition to sustainability, comparing their contributions to those of other actors and organizations.</i> <i>- Explore how aligning stakeholder relationships can enhance both profitability and sustainability outcomes.</i>
Main course themes and topics:	<ul style="list-style-type: none"> <i>- Sustainability and the green shift, current trends and future scenarios for green growth</i> <i>- Sustainability as a business model and competitiveness</i> <i>- Sustainable markets, products and services</i> <i>- Green management</i> <i>- Segmentation and market development for sustainable consumption</i> <i>- Sharing economy and circular economy</i> <i>- How to implement sustainability in branding?</i> <i>- Communication platforms and social networks, involvement, engagement and dissemination</i> <i>- Climate risk as a financial risk and ethical aspects of sustainable business operations</i> <i>- Innovation and design of sustainable and profitable business based on specific business cases</i>
List of required textbooks and learning materials:	<i>Grayson, D., Coulter, C. & Lee, M. (2022). The sustainable business handbook: a guide to becoming more innovative, resilient and successful. Kogan Page.</i>
Additional textbooks and learning materials:	<i>Sanders, N.R. & Wood, J.D. (2024). Foundations of Sustainable Business. Wiley</i>

General Course Information															
Course:	Budgeting and Financial Forecasting														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>-Student own work with learning resources</td><td>50</td></tr> <tr> <td>-Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>-Homework</td><td>15</td></tr> <tr> <td>-Group work / Assignments</td><td>8</td></tr> <tr> <td>-Examination (including preparation)</td><td>7</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	-Student own work with learning resources	50	-Lectures / class exercises / workshops	45	-Homework	15	-Group work / Assignments	8	-Examination (including preparation)	7	Total student workload	125
Activity	Ac.hours														
-Student own work with learning resources	50														
-Lectures / class exercises / workshops	45														
-Homework	15														
-Group work / Assignments	8														
-Examination (including preparation)	7														
Total student workload	125														
Semester and Year:	<i>3rd semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course is designed to enhance the students' competences in financial disciplines and build their capacity to prepare, interpret and use financial information in managerial decision-making. The overall course goal is to equip students with competences in financial planning, budgeting and control that would enhance their ability to make corporate financial decisions in an increasingly volatile international marketplace. This course builds the knowledge and skills that are relevant for the development, management and control of financial plans and budgets aimed at increasing profitability, maintaining liquidity and reducing financial risk at both the corporate and department level and ensuring that actual outcomes conform to plans and lead companies to accomplish their goals.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> <i>- Understand role and importance of budgeting and financial forecasting in achieving organizational goals and their impact on performance management;</i> <i>- Describe strategic planning process and how it links to financial planning and budgeting in an organization;</i> <i>- Apply various techniques, approaches and methodologies used for effective budgeting and financial forecasting, applicable to different industries and scenarios.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> <i>- Develop, manage and control effective budgets aimed at maximizing the company's return and cash flow whilst minimizing costs and risk;</i> <i>- Identify relevant components within historical and current data for making financial forecasts;</i> <i>- Monitor and measure a budget effectiveness by calculating, interpreting and correcting budget variances.</i> <p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> <i>- Generate forecasts using a range of techniques, and prepare a project-based or organizational-wide budget;</i> <i>- Demonstrate alternative ways of setting an organizational budget once forecasts have been generated;</i> <i>- Measure, evaluate and manage financial risk and performance effectively.</i> 														

Main course themes and topics:	<ul style="list-style-type: none"> - <i>Cash Flow Forecasting</i> <i>Techniques for estimating future cash inflows and outflows to ensure liquidity and solvency, and the importance of accurate cash flow projections in business.</i> - <i>Budget Preparation Process</i> <i>Detailed steps involved in preparing budgets, including gathering data, setting assumptions, and balancing projected revenues with expenses.</i> - <i>Variance Analysis</i> <i>Examination of the differences between budgeted and actual financial performance, and understanding how to analyze and adjust for these variances.</i> - <i>Financial Statement Projections</i> <i>Creating pro forma financial statements (income statement, balance sheet, and cash flow statement) to predict future financial performance and support decision-making.</i> - <i>Strategic Budgeting and Long-term Planning</i> <i>Integrating budgeting with long-term financial goals and strategies, considering market conditions, industry trends, and potential risks in forecasting models.</i>
List of required textbooks and learning materials:	<i>Bragg, S. M. (2020). Budgeting: Fifth Edition: A Comprehensive guide.</i>
Additional textbooks and learning materials:	<i>Case studies and other course material</i>

Electives: Concentration 2 - International Sales and Marketing

General Course Information															
Course name:	Strategic Marketing														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>-Student own work with learning resources</td><td>45</td></tr> <tr> <td>-Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>-Case studies / homework</td><td>8</td></tr> <tr> <td>-Group work / assignments</td><td>25</td></tr> <tr> <td>-Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	-Student own work with learning resources	45	-Lectures / class exercises / workshops	45	-Case studies / homework	8	-Group work / assignments	25	-Examination	2	Total student workload	125
Activity	Ac.hours														
-Student own work with learning resources	45														
-Lectures / class exercises / workshops	45														
-Case studies / homework	8														
-Group work / assignments	25														
-Examination	2														
Total student workload	125														
Semester and Year:	3 rd semester, Year 2														
Class Status:	Elective														
Course Description															
Course overview:	<p><i>Strategic Marketing is a course that brings together what has been learned in earlier marketing course (Principles of Marketing) and introduces marketing decision making and planning frameworks in the global environment. It also provides an opportunity to apply previous knowledge through case studies and projects. The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs. Students learn to formulate sales and marketing decisions while considering such factors as, consumer behavior/buying patterns, marketing variables, and global marketing issues from an integrated marketing communications perspective.</i></p>														
Prerequisites:	<i>Completion of Principles of Marketing</i>														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Classify what tools, methods and processes can be used to promote an innovative environment; - Understand how different companies work on developing a more entrepreneurial environment in their current organizations; - Differentiate the external factors that might seem conducive to new initiatives, including the possibilities that can be derived there from a window of opportunity. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Elaborate practice-based solution possibilities for the company's choice of target groups and positioning strategy; - Apply practice-based solution possibilities for the company's development of the action parameters on a strategic, tactical and operational level both on the domestic market and on international markets; - Choose, apply, change, develop and draw, demonstrate, perform, present and utilize different forms of real study cases. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Participate in professional and interdisciplinary cooperation in the development of the company's marketing strategy; - Analyze and evaluate a real study case related to extended marketing mix concept; 														

	<ul style="list-style-type: none"> - Collaborate in the organization, implementation and follow up on marketing and sales steps.
Main course themes and topics:	<ul style="list-style-type: none"> - Forecasting and contextual possibilities - Product-market definition - Relationships with channels of distribution - relationships with customers - Competitive analysis - Financial models for marketing strategists - Portfolio models - Strategic assessment of offerings - Marketing strategy implementation systems - Exploring strategy options - Opportunity analysis - Strategy setting and implementation
List of required textbooks and learning materials:	<i>Ellis-Chadwick, J. A. (2023). Principles and Practices of MKTG 10E.</i>
Additional textbooks and learning materials:	<i>West, D., Ibrahim, E., Ford, J. & Montecchi, M. (2022). Strategic Marketing: Creating Competitive Advantage, Oxford University Press</i>

General Course Information															
Course name:	<i>Market Research</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>- Student own work with learning resources</td><td>56</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>7</td></tr> <tr> <td>- Group work / Assignments</td><td>15</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	- Student own work with learning resources	56	- Lectures / class exercises / workshops	45	- Case studies / homework	7	- Group work / Assignments	15	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	56														
- Lectures / class exercises / workshops	45														
- Case studies / homework	7														
- Group work / Assignments	15														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>3rd semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<i>The main goal of this course is to impart knowledge and skills necessary for conducting and evaluating business research. The course provides a comprehensive introduction to marketing research, enabling students to gain an understanding of its significance for making business decisions aimed at successful business operations in a dynamic international business environment. The main objective is to equip students with the key concepts and methods of marketing research, and allow students to understand how to apply those tools to solve real-life business problems. The course focuses on helping future managers to recognize the role of systematic information gathering and analysis in making marketing decisions, and develop an appreciation for the potential contributions and limitations of marketing research data.</i>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - Confirm significance of market research and various market analysis methods; 														

	<ul style="list-style-type: none"> - Differentiate qualitative and quantitative data collection and analysis techniques; - Interpret and report the effective research results. <p>The student shall have skills to:</p> <ul style="list-style-type: none"> - Apply different market analysis methods with a view to gather the information for decision making; - Utilize statistical knowledge to assess the validity and reliability of the market analysis; - Prepare and present a comprehensive research report. <p>The students shall acquire competencies to:</p> <ul style="list-style-type: none"> - Select and implement a proper research design to address the research questions; - Design and conduct a quantitative and/or qualitative research studies in field settings; - Complete market analysis for the company, present and critically evaluate the research findings.
Main course themes and topics:	<ul style="list-style-type: none"> - The nature and importance of research in business - Market orientation and the need for market research - Understanding the market place and consumers - Analyzing the market environment and assessing own market potential, position, performance, brand image - Effective reporting of results
List of required textbooks and learning materials:	<p>Hague, P. (2021). <i>Market research in practice: an introduction to gaining greater market insight</i>, Kogan Page</p> <p>Beall, A. (2022). <i>Strategic market research: a guide to conducting research that drives business</i></p>
Additional textbooks and learning materials:	Creswell, J. W., & Creswell, J. D. (2022). <i>Research design: Qualitative, Quantitative, and Mixed Methods Approaches</i> . Sage Publications, Incorporated.

General Course Information													
Course:	<i>Sales Process & Customer Centricity</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>40</td></tr> <tr> <td>- Lectures / class exercises / case studies</td><td>45</td></tr> <tr> <td>- Group work</td><td>30</td></tr> <tr> <td>- Examination (including preparation)</td><td>10</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	40	- Lectures / class exercises / case studies	45	- Group work	30	- Examination (including preparation)	10	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	40												
- Lectures / class exercises / case studies	45												
- Group work	30												
- Examination (including preparation)	10												
Total student workload	125												
Semester and Year:	<i>3rd semester, Year 2</i>												
Class Status:	<i>Elective</i>												
Course Description													
Course overview:	<i>This course explores the critical role of an effective sales force within an organization's overall marketing strategy. Students will gain a deeper understanding of the sales process, the connection between sales and marketing, and the tools available to organizations aiming to enhance customer focus. Key topics include understanding customer behavior through data analytics, responding to customer preferences across</i>												

	<i>multiple channels, and measuring performance based on customer priorities. The course will also cover strategies for acquiring and retaining customers to drive profitability and satisfaction. Practical applications will be emphasized through interactive discussions, debates, case studies, and opportunities for students to apply marketing theories in real-world scenarios. By the end of the course, students will be equipped with the knowledge and skills needed to manage a sales force effectively and align sales strategies with broader business objectives.</i>
Prerequisites:	/
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand fundamental processes of buying and selling, DMU structure, and buying behavior of DMUs;</i> - <i>Remember the palette of tools and approaches in the sales process;</i> - <i>Explain the importance of human factors in the sales processes.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Analyze the core processes and elements involved in selling;</i> - <i>Apply methodological knowledge gained for formulation and implementation of sales process;</i> - <i>Utilize sales processes and promotional activities for customer/user retaining and loyalty increases.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Develop empathy for the diversity of customers in terms of sales;</i> - <i>Assess the differentiation and customization regarding the different market segments and customer preferences;</i> - <i>Evaluate the best alternatives to a given sale circumstances.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>The role of selling</i> - <i>Sales and marketing planning</i> - <i>International selling</i> - <i>Personal selling skills</i> - <i>Sales management and techniques</i> - <i>Sales forecasting</i>
List of required textbooks and learning materials:	<i>Spiller, L. (2021). Selling & Sales Management: Developing Skills for Success. SAGE Publications</i>
Additional textbooks and learning materials:	<i>Sinha, P, Shastri, A. & Lorimer. S.E. (2024). Sales management handbook: how to lead high-performing sales teams (HBR handbooks), Harvard Business Review Press</i>

General Course Information																	
Course name:	Retail Management																
Study Programme:	<i>Business Management</i>																
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac. Hours</th></tr> <tr> <td>- Lectures / class exercises</td><td>45</td></tr> <tr> <td>- Individual study (at library or at home)</td><td>55</td></tr> <tr> <td>- Case studies</td><td>5</td></tr> <tr> <td>- Homework</td><td>4</td></tr> <tr> <td>- Projects, presentations etc.</td><td>10</td></tr> <tr> <td>- Examination (including preparation)</td><td>6</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac. Hours	- Lectures / class exercises	45	- Individual study (at library or at home)	55	- Case studies	5	- Homework	4	- Projects, presentations etc.	10	- Examination (including preparation)	6	Total student workload	125
Activity	Ac. Hours																
- Lectures / class exercises	45																
- Individual study (at library or at home)	55																
- Case studies	5																
- Homework	4																
- Projects, presentations etc.	10																
- Examination (including preparation)	6																
Total student workload	125																
Semester and Year:	<i>3rd semester, Year 2</i>																
Class Status:	<i>Elective</i>																
Course Description																	
Course overview:	<p><i>This Retail Management course is designed to equip students with the skills to plan, manage, and innovate in the retail sector, whether through launching new retail ventures or enhancing existing operations. Students will explore retail management theories and their practical applications, focusing on key stages of the retail process: market analysis, store operations, inventory control, and customer relationship management. Through a blend of theory and real-world case studies, the course provides actionable insights into essential retail management practices, particularly relevant during the launch and growth phases of a retail business. Students will design retail strategies, optimize store layouts, manage supply chains, and build strategies to enhance customer experiences. Emphasizing value creation in retail, the course covers opportunity recognition, resource allocation, and retail innovation. By the end, students will analyze and apply critical principles in retail management, preparing them for successful careers in the retail industry.</i></p>																
Prerequisites:	/																
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain foundational theories and models in retail management.</i> - <i>Identify and evaluate internal and external challenges in retail operations.</i> - <i>Apply effective strategies in inventory management, customer service, and marketing.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Conduct market analyses to identify retail opportunities and understand customer needs.</i> - <i>Design and optimize store layouts to enhance customer experience and maximize sales.</i> - <i>Develop targeted marketing campaigns and manage customer relationships to foster loyalty.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Manage retail operations, including inventory, staff, and customer service.</i> - <i>Formulate and implement comprehensive retail strategies aligned with business goals.</i> 																

	<ul style="list-style-type: none"> - <i>Lead retail teams to achieve high performance while upholding ethical practices.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to Retail Management</i> - <i>Purpose of a Business Plan in Retail</i> - <i>Understanding Products, Services & Market</i> - <i>Customer Insights and Market Analysis</i> - <i>Competitor Analysis in Retail</i> - <i>Store Operations and Staff Management</i> - <i>Inventory Management and Control</i> - <i>Financial Management in Retail</i> - <i>Customer Relationship Management (CRM)</i> - <i>Visual Merchandising and Store Layout</i> - <i>Marketing and Promotions in Retail</i> - <i>Technology & E-commerce in Retail</i> - <i>Ethics and Social Responsibility in Retail</i>
List of required textbooks and learning materials:	<i>Grewal, D., Levy, M., & Weitz, B. (2023). Retailing Management. McGraw Hill India.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Bragg, S.M. (2024). Retail Management.</i> - <i>Case studies and other course material</i>

11.2.2 4th Semester:

Syllabuses:

General Course Information															
Course name:	<i>International and Intercultural Management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>5</td></tr> <tr> <td>- Group work / assignments</td><td>23</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies / homework	5	- Group work / assignments	23	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies / homework	5														
- Group work / assignments	23														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<p><i>This course provides a comprehensive exploration of the complexities and challenges of managing in international and intercultural environments. The International and Intercultural Management course equips students with the knowledge, skills, and perspectives needed to thrive as managers and leaders in today's interconnected and culturally diverse world. This course takes center stage, highlighting the crucial need to cultivate inclusive environments that empower individuals from various backgrounds to feel appreciated and encouraged to share their distinct viewpoints. It covers topics including globalization's effects on business, cultural intelligence, cross-cultural communication, diversity management, global leadership, negotiation, conflict resolution, and ethical considerations. Through lectures, case studies, simulations, and experiential exercises, students acquire practical insights and tools to understand these complexities and emerge as effective global leaders.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Examine the impact of globalization on business dynamics and organizational behavior, and how these factors shape management practices.</i> - <i>Understand the principles and strategies of diversity management, and their role in fostering inclusive environments within organizations.</i> - <i>Identify ethical considerations and dilemmas commonly encountered in global business operations, emphasizing the importance of ethical leadership.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Enhance cross-cultural communication skills to effectively engage with stakeholders from diverse cultural backgrounds.</i> - <i>Demonstrate leadership competencies tailored to guide multicultural teams and drive organizational success in global markets.</i> - <i>Utilize negotiation and conflict resolution skills to address challenges encountered in international business settings.</i> <p><i>The students shall acquire competencies to:</i></p>														

	<ul style="list-style-type: none"> - Apply strategies for managing diversity within teams and organizations, fostering inclusive environments, and leveraging diversity for innovation and competitive advantage. - Employ ethical reasoning and decision-making skills to navigate common ethical dilemmas in global business operations, ensuring integrity and corporate social responsibility. - Engage in reflective practice to enhance self-awareness, learn from experiences, and continuously develop as a global leader.
Main course themes and topics:	<ul style="list-style-type: none"> - Introduction to International and Intercultural Management - Ethics and Social Responsibility - Strategies for International Operations - Human Resource Practices in a Global Context - Cross-Cultural Management - Cultural Dimensions and Interculturality - Constructive Intercultural Management - Diversity in International Business
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). <i>Constructive intercultural management: Integrating Cultural Differences Successfully</i>. Edward Elgar Publishing. - Case studies and other material provided in class.
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - Dai, X., & Chen, G. (2022). <i>Conflict management and intercultural communication: The Art of Intercultural Harmony</i>. Taylor & Francis. - Fitzpatrick, F. (2024). <i>Understanding intercultural interaction: An Analysis of Key Concepts</i>. Emerald Group Publishing.

General Course Information															
Course name:	<i>Project management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac. Hours</th></tr> <tr> <td>- Lectures / class exercises / theoretical and practical activities</td><td>45</td></tr> <tr> <td>- Individual study (at library or at home)</td><td>59</td></tr> <tr> <td>- Homework</td><td>5</td></tr> <tr> <td>- Projects, presentations etc.</td><td>10</td></tr> <tr> <td>- Examination (including preparation)</td><td>6</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac. Hours	- Lectures / class exercises / theoretical and practical activities	45	- Individual study (at library or at home)	59	- Homework	5	- Projects, presentations etc.	10	- Examination (including preparation)	6	Total student workload	125
Activity	Ac. Hours														
- Lectures / class exercises / theoretical and practical activities	45														
- Individual study (at library or at home)	59														
- Homework	5														
- Projects, presentations etc.	10														
- Examination (including preparation)	6														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<i>In this course, students will explore key concepts in project management and organizational development, focusing on tools like stakeholder analysis, planning, scheduling, and project monitoring. Through case studies and real-world insights, students will learn how projects are planned, executed, and evaluated within organizations. They will gain competencies in project planning, control, and analysis of organizational factors critical to success. Topics include the project management life cycle, defining project scope, and addressing</i>														

	<i>challenges in matrix management. Emphasis is placed on applying effective tools, understanding the project manager's role, and developing leadership skills necessary to initiate and deliver projects in both for-profit and nonprofit sectors. With a hands-on approach, students will apply project management tools and behavioral skills through exercises and case studies, synthesizing their knowledge to tackle the complexities of real-world project management.</i>
Prerequisites:	/
Course learning outcomes:	<p><i>Students will gain knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain theories and methods for executing organizational development projects to enhance organizational effectiveness.</i> - <i>Describe principles, designs, and data collection techniques for problem analysis, understanding stakeholder needs, and creating project proposals.</i> - <i>Identify stages of the project cycle, decision-making processes, and tools in project management, including the log frame matrix, monitoring, and evaluation techniques.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Establish and maintain contact with relevant partners, analyze stakeholder needs, identify target groups, and appraise experiences of key players in organizational development and project management.</i> - <i>Communicate ideas, suggestions, and proposals effectively within an organization, select and evaluate project concepts for relevance and coherence, and develop comprehensive project proposals.</i> - <i>Apply and assess project management models, methodologies, processes, and tools for managing complex projects, including the design and preparation of the Log Frame Matrix and activity schedules.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Develop, plan, implement, and evaluate project and program proposals, transforming complex situations into a structured hierarchy of objectives.</i> - <i>Organize, manage, and participate in diverse projects, including practical events and development-oriented initiatives, while undertaking roles in project and resource management.</i> - <i>Analyze all stakeholders involved in a project, collaborate with decision-makers in project design and formulation, and assemble and lead project teams effectively.</i>

Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introductions to project cycle management:</i> - <i>Initiating and planning projects</i> - <i>Logical framework approach</i> - <i>Stakeholders needs assessment and analysis</i> - <i>Problem analysis</i> - <i>Analysis of objectives</i> - <i>Project results and indicators</i> - <i>Project Management Functions [in a Project Environment]</i> - <i>Project implementation</i> - <i>Managing project risks and changes</i> - <i>Project quality management approaches</i> - <i>Project control</i> - <i>Project Evaluation</i> - <i>Organizational Structures [used in Project Management]</i> - <i>Organizing and Staffing the Project Office and Team</i> - <i>Project cost planning and control / Budgeting and Scheduling Projects</i> - <i>Fund raising</i>
List of required textbooks and learning materials:	<i>Verzuh, E. (2021). The Fast Forward MBA in Project Management (6th ed.). John Wiley & Sons Inc.</i>
Additional textbooks and learning materials:	<i>Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (6th ed.). Project Management Institute Inc.</i>

General Course Information													
Course name:	<i>Supply Chain Management and Logistics</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>56</td></tr> <tr> <td>- Lectures / workshops / case studies</td><td>45</td></tr> <tr> <td>- Group work / Assignments</td><td>22</td></tr> <tr> <td>- Examination (incl. preparation)</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	56	- Lectures / workshops / case studies	45	- Group work / Assignments	22	- Examination (incl. preparation)	2	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	56												
- Lectures / workshops / case studies	45												
- Group work / Assignments	22												
- Examination (incl. preparation)	2												
Total student workload	125												
Semester and Year:	<i>3rd semester, Year 2</i>												
Class Status:	<i>Mandatory</i>												
Course Description													
Course overview:	<i>This course helps students to understand the supply chain management process through which organizations analyze, plan, organize, implement, and control supply chain operations to develop and maintain the most effective international supply systems. The course covers effective integral supply chain operations and logistics. This course supports and upgrades students' competencies and knowledge since the real competition today is not between companies but between supply chains. In terms of competition relationships, the win-win outcome approach to supply chains is an integrated perspective that takes account of networks of relationships, sustainability, and product design, as well as the logistics of procurement, distribution, and fulfillment. As a critical concern for every business, effective logistics and supply chain</i>												

	<i>management is key to successfully managing inventories, cooperating tidily with other entities, and finally, achieving competitive advantage(s), covered by the content of this course.</i>
Prerequisites:	/
Course learning outcomes:	<i>The students shall acquire knowledge to:</i> <ul style="list-style-type: none"> - <i>Understand the structure of supply chains;</i> - <i>Remember the logistics strategy and its focus on supply operations;</i> - <i>Describe the role of procurement and inventory management outcomes.</i>
	<i>The students shall acquire skills to:</i> <ul style="list-style-type: none"> - <i>Apply fundamental activities in supply operations;</i> - <i>Understand the supply chain mission and logistics' roles;</i> - <i>Evaluate the capacity of a supply chain.</i>
	<i>The student shall acquire competencies to:</i> <ul style="list-style-type: none"> - <i>Create effective decision-making in supply chain management issues;</i> - <i>Understand the elementary and the most efficient use of data and data analytics for supply chain management;</i> - <i>Apply systematically planned basic supply chain activities.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to supply chain management (SCM) and logistics</i> - <i>Basic concepts, structure, and drivers of SCM</i> - <i>Planning and sourcing</i> - <i>Procurement strategies</i> - <i>Inventory management</i> - <i>Lean supply chain - New management approach</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Stanton, D. (2023b). Supply chain management for dummies. John Wiley & Sons.</i> - <i>Sarkar, S. (2022f). The supply chain revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World. Amacom.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Jacobs, F. R., & Chase, R. B. (2020b). Operations and supply chain management.</i> - <i>Handfield, R., & Linton, T. (2021b). Flow: How the Best Supply Chains Thrive.</i>

General Course Information																			
Course name:	<i>Cross Disciplinary Semester Project</i>																		
Study Programme:	<i>Business Management</i>																		
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- <i>Project Planning and Team building</i></td><td>8</td></tr> <tr> <td>- <i>Research and Data Collection</i></td><td>16</td></tr> <tr> <td>- <i>Interdisciplinary Team Meetings</i></td><td>20</td></tr> <tr> <td>- <i>Report Writing and Documentation</i></td><td>30</td></tr> <tr> <td>- <i>Self-Study and Reflection</i></td><td>30</td></tr> <tr> <td>- <i>Presentation Preparation</i></td><td>16</td></tr> <tr> <td>- <i>Final Presentation</i></td><td>5</td></tr> <tr> <td><i>Total student workload</i></td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- <i>Project Planning and Team building</i>	8	- <i>Research and Data Collection</i>	16	- <i>Interdisciplinary Team Meetings</i>	20	- <i>Report Writing and Documentation</i>	30	- <i>Self-Study and Reflection</i>	30	- <i>Presentation Preparation</i>	16	- <i>Final Presentation</i>	5	<i>Total student workload</i>	125
<i>Activity</i>	<i>Ac.hours</i>																		
- <i>Project Planning and Team building</i>	8																		
- <i>Research and Data Collection</i>	16																		
- <i>Interdisciplinary Team Meetings</i>	20																		
- <i>Report Writing and Documentation</i>	30																		
- <i>Self-Study and Reflection</i>	30																		
- <i>Presentation Preparation</i>	16																		
- <i>Final Presentation</i>	5																		
<i>Total student workload</i>	125																		
Semester and Year:	<i>4th semester, Year 2</i>																		
Class Status:	<i>Mandatory</i>																		
Course Description																			
Course overview:	<i>The Cross Disciplinary Semester Project is an interdisciplinary project designed to enable students from the Business Management program to collaborate with peers from the Faculty of Social Science and the Faculty of Environmental Management, Technology, and IT. Through this collaboration, students will address a complex real-world issue, integrating knowledge from business, public administration, technology, and environmental studies. Working in cross-functional teams, students will engage in research, solution development, and project management, culminating in a comprehensive report and presentation. This course develops skills in teamwork, interdisciplinary problem-solving, and professional communication across sectors.</i>																		
Prerequisites:	/																		
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand interdisciplinary approaches to public and private sector challenges;</i> - <i>Describe how different disciplines — business, IT, public administration, and environmental studies — contribute unique perspectives and solutions to shared issues;</i> - <i>Identify collaborative project strategies across disciplines;</i> - <i>Recognize strategies for effective interdisciplinary collaboration, including coordination of tasks, integration of diverse expertise, and conflict resolution.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Analyze complex business management issues through interdisciplinary collaboration;</i> - <i>Apply methods from multiple disciplines to assess and address real-world business management problems, demonstrating an understanding of varied perspectives and approaches;</i> - <i>Present project findings collaboratively and professionally;</i> - <i>Develop and deliver a cohesive project presentation that incorporates contributions from all disciplines, reflecting professional and clear communication.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Demonstrate teamwork and project management skills in interdisciplinary settings;</i> 																		

	<ul style="list-style-type: none"> - <i>Effectively manage team roles, responsibilities, and timelines, fostering a collaborative environment that leverages each member's strengths;</i> - <i>Create innovative, practical solutions to complex issues by integrating insights from public administration, business, and environmental studies;</i> - <i>Formulate comprehensive solutions that address the selected issue from multiple angles, promoting sustainable, ethical, and efficient approaches.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Interdisciplinary approaches to business management challenges</i> - <i>Project planning and team building across disciplines</i> - <i>Integration of knowledge from business, public administration, IT, and environmental studies</i> - <i>Research and data analysis in an interdisciplinary context</i> - <i>Effective communication and presentation of collaborative projects</i> - <i>Case studies of interdisciplinary problem-solving in the public sector</i>

Electives: Concentration 1 - International Business Management

General Course Information															
Course name:	<i>Change Management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac. hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>5</td></tr> <tr> <td>- Group work / assignments</td><td>23</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac. hours</i>	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies / homework	5	- Group work / assignments	23	- Examination	2	Total student workload	125
<i>Activity</i>	<i>Ac. hours</i>														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies / homework	5														
- Group work / assignments	23														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course provides a comprehensive examination of change management principles, theories, and practical strategies that drive successful organizational change initiatives. A change management course is designed to teach students how to manage change in their team, department, or organization. Students will learn to diagnose the need for change, create compelling change visions, engage stakeholders, manage resistance, and monitor progress. Topics include assessing organizational readiness, models to follow to manage change, crafting change initiatives, communication strategies regarding change, managing resistance, and evaluating outcomes. Through case studies, discussions, and practical exercises, students will develop the skills and knowledge necessary to lead successful change initiatives and navigate the complexities of organizational change.</i></p>														
Prerequisites:	<i>Completion of Principles of Management</i>														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Identify change management theories and their relevance to organizational dynamics.</i> - <i>Describe the design and execution of effective change initiatives within organizations.</i> - <i>Evaluate the improvement of change efforts through systematic assessment.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Communicate effectively with stakeholders at all levels to facilitate understanding and gain buy-in for change initiatives.</i> - <i>Collaborate with diverse teams to develop and implement comprehensive change management plans.</i> - <i>Apply problem-solving and critical thinking skills to address challenges and adapt strategies throughout the change process.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Employ project management principles to plan, execute, and monitor change initiatives, ensuring timely and effective implementation.</i> - <i>Utilize interpersonal skills to effectively communicate change initiatives and build consensus among stakeholders.</i> 														

	<ul style="list-style-type: none"> - <i>Demonstrate leadership competencies by inspiring and motivating teams to embrace change and contribute to its success.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to Change Management</i> - <i>Philosophy and Evaluation of Change Management</i> - <i>Factors Influencing Change Initiatives</i> - <i>Strategies to Overcome Resistance</i> - <i>Assessing Organizational Preparedness for Change</i> - <i>Strategies for Ensuring Change Becomes Embedded</i> - <i>Organizational Culture and Dynamics</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Lauer, T. (2020). Change management: Fundamentals and Success Factors. Springer Nature.</i> - <i>Case studies and other material provided in class.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Institute, C. M. (2022). The effective change manager: The Change Management Body of Knowledge. Vivid Publishing.</i> - <i>Stolzenberg, K., & Heberle, K. (2022). Change management: Successfully Shaping Change Processes – Mobilizing Employees. Vision, Communication, Participation, Qualification. Springer Nature.</i>

General Course Information															
Course name:	Organizational Behavior														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>-Student own work with learning resources</td><td>45</td></tr> <tr> <td>-Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>-Case studies / homework</td><td>10</td></tr> <tr> <td>-Group work / Assignments</td><td>23</td></tr> <tr> <td>-Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	-Student own work with learning resources	45	-Lectures / class exercises / workshops	45	-Case studies / homework	10	-Group work / Assignments	23	-Examination	2	Total student workload	125
Activity	Ac.hours														
-Student own work with learning resources	45														
-Lectures / class exercises / workshops	45														
-Case studies / homework	10														
-Group work / Assignments	23														
-Examination	2														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course delves into the core principles of organizational behavior, focusing on how individual, group, and organizational dynamics shape workplace outcomes. Students will explore key topics such as motivation, leadership, communication, decision-making, and conflict resolution, and how these factors impact employee satisfaction, engagement, and performance. Additionally, the course will examine the role of organizational culture, structure, and change in influencing behavior and effectiveness. By studying real-world case studies and applying theoretical concepts, students will gain practical insights into managing diverse teams, fostering collaboration, and creating productive work environments. Ultimately, the course equips students with the knowledge and skills to understand and influence behavior in organizations, promoting a more effective and positive organizational culture.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>Students will gain knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain key theories and frameworks in organizational behavior;</i> 														

	<ul style="list-style-type: none"> - Analyze the impact of individual differences and group dynamics on workplace behavior; - Identify factors influencing organizational culture, change, and effectiveness.
	<p>Students will gain skills to:</p> <ul style="list-style-type: none"> - Apply OB concepts to diagnose and address workplace challenges; - Communicate effectively within teams and organizations; - Develop strategies to improve motivation, performance, and conflict resolution.
	<p>Students will gain competencies to:</p> <ul style="list-style-type: none"> - Think critically and analytically about organizational issues; - Work collaboratively in a team environment; - Adapt to change and contribute to a positive organizational culture.
Main course themes and topics:	<p><i>Individual Behavior</i></p> <ul style="list-style-type: none"> - Personality and its impact on work behavior - Perception, decision-making, and individual attitudes - Motivation theories and their application in organizations - Job satisfaction, stress, and well-being <p><i>Group Dynamics and Teamwork</i></p> <ul style="list-style-type: none"> - Team formation, development, and effectiveness - Communication and conflict resolution within teams - Leadership styles and their influence on team performance - Group decision-making and groupthink <p><i>Organizational Structure and Culture</i></p> <ul style="list-style-type: none"> - Different organizational designs and their impact on behavior - Understanding and influencing organizational culture - Power, politics, and managing organizational change - Ethical decision-making within organizations <p><i>Contemporary Issues in OB</i></p> <ul style="list-style-type: none"> - The impact of technology on organizational behavior - Globalization and its influence on work practices - Managing across cultures - The future of work and organizational design
List of required textbooks and learning materials:	Robbins, S. P., & Judge, T. A. (2022). <i>Essentials of organizational behavior 15th Edition</i> . Pearson.
Additional textbooks and learning materials:	Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). <i>Organizational behavior: An evidence-based approach fourteenth edition</i> . IAP.

General Course Information															
Course:	<i>Business Ethics and Social Responsibility</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / workshops</td><td>9</td></tr> <tr> <td>- Group work / assignments</td><td>14</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	55	- Lectures / class exercises / workshops	45	- Case studies / workshops	9	- Group work / assignments	14	- Examination	2	Total student workload	125
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	45														
- Case studies / workshops	9														
- Group work / assignments	14														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course explores business ethics, focusing on moral standards applied to business practices, policies, and decisions. Students will examine the ethical, legal, and economic responsibilities of business leaders through case studies of challenging managerial decisions. The course provides insights into management systems that promote responsible corporate conduct, highlighting the role of personal values in leadership effectiveness. Students will study various ethical frameworks and apply them to real-world business situations, considering the constraints of different business environments. Interactive class discussions, exercises, and case studies will allow students to practice engaging colleagues in value-based discussions and negotiation scenarios. Additionally, students will explore their own ethical preferences and decision-making behaviors, helping them understand how values influence leadership and corporate conduct. This course equips students with the tools to navigate complex ethical issues in business and to make responsible, values-driven decisions in their future careers.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> <i>- Understand the principles guiding ethical decision-making and moral reasoning.</i> <i>- Identify key concepts such as corporate governance, employee rights, marketing ethics, and ethical considerations in the global economy.</i> <i>- Apply moral reasoning techniques to analyze ethical issues in business settings.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> <i>- Evaluate business goals (e.g., profit maximization) through an ethical lens.</i> <i>- Demonstrate comprehension of ethical principles by interpreting and forecasting future trends in business ethics.</i> <i>- Apply ethical theories and concepts to real-world business challenges and decision-making.</i> <p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> <i>- Cultivate a culture of integrity and corporate social responsibility;</i> <i>- Assess individual actions in economic and business contexts using diverse moral frameworks.</i> 														

	<ul style="list-style-type: none"> - <i>Develop a framework for moral growth both at an individual and organizational level.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Foundations of Business Ethics</i> - <i>Corporate Social Responsibility (CSR)</i> - <i>Ethical Decision-Making Models</i> - <i>Corporate Governance and Accountability</i> - <i>Sustainability and Environmental Ethics.</i> - <i>Ethics in Global Business</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Hartman, L. P., & DesJardins, J. R. (2021). Business Ethics: Decision-Making for personal integrity & social responsibility.</i> - <i>Ferrell, O.C., Thorne, D.M. & Ferrell, L. (2023). Business & Society: A Strategic Approach to Social Responsibility & Ethics. SAGE Publications.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>"Business Ethics and Corporate Social Responsibility: Translating Theory into Effective Practice" by John Mahon and Gale LaVerne (2021)</i> - <i>DesJardins, J. (2020). An Introduction to Business Ethics.</i>

General Course Information															
Course name:	<i>International Entrepreneurship</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> </thead> <tbody> <tr> <td>- <i>Student own work with learning resources</i></td><td><i>48</i></td></tr> <tr> <td>- <i>Lectures / class exercises / workshops</i></td><td><i>45</i></td></tr> <tr> <td>- <i>Case studies / homework</i></td><td><i>2</i></td></tr> <tr> <td>- <i>Group work / assignments</i></td><td><i>28</i></td></tr> <tr> <td>- <i>Examination</i></td><td><i>2</i></td></tr> <tr> <td><i>Total student workload</i></td><td><i>125</i></td></tr> </tbody> </table>	<i>Activity</i>	<i>Ac.hours</i>	- <i>Student own work with learning resources</i>	<i>48</i>	- <i>Lectures / class exercises / workshops</i>	<i>45</i>	- <i>Case studies / homework</i>	<i>2</i>	- <i>Group work / assignments</i>	<i>28</i>	- <i>Examination</i>	<i>2</i>	<i>Total student workload</i>	<i>125</i>
<i>Activity</i>	<i>Ac.hours</i>														
- <i>Student own work with learning resources</i>	<i>48</i>														
- <i>Lectures / class exercises / workshops</i>	<i>45</i>														
- <i>Case studies / homework</i>	<i>2</i>														
- <i>Group work / assignments</i>	<i>28</i>														
- <i>Examination</i>	<i>2</i>														
<i>Total student workload</i>	<i>125</i>														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course provides a comprehensive understanding of international entrepreneurship, equipping students with the essential skills and knowledge to thrive in the global business market. Emphasis is placed on fostering critical thinking, problem-solving skills, and adaptability to thrive in the ever-evolving global marketplace. Through a holistic approach combining theoretical frameworks with real-world case studies and interactive exercises, students will develop a sophisticated understanding of the challenges and opportunities inherent in international entrepreneurship. The course covers a range of topics, including global business environment, market strategies, cross-cultural competence, international business operations, ethical and sustainable entrepreneurship. By the end of the course, students will be prepared to identify, evaluate, and pursue entrepreneurial opportunities across diverse international markets.</i></p>														
Prerequisites:	<i>Completion of Principles of Entrepreneurship</i>														
Course learning outcomes:	<i>The students shall acquire knowledge to:</i>														

	<ul style="list-style-type: none"> - <i>Analyze the global business environment, encompassing cultural, economic, political, and legal dimensions that influence international entrepreneurship.</i> - <i>Explain how to communicate, negotiate, and collaborate effectively across diverse cultural contexts to enhance business relationships.</i> - <i>Integrate ethical and sustainable practices into international entrepreneurship, emphasizing their importance in business strategies.</i>
	<p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Conduct in-depth market analyses to identify and evaluate international business opportunities effectively.</i> - <i>Advance analytical and problem-solving abilities applicable to real-world scenarios in international entrepreneurship.</i> - <i>Develop leadership qualities necessary to guide international business initiatives and inspire multicultural teams.</i>
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Identify opportunities, trends, and challenges in international markets through rigorous analysis and research.</i> - <i>Cultivate an entrepreneurial mindset characterized by creativity, initiative, resilience, and a willingness to take calculated risks.</i> - <i>Manage crises and unexpected challenges in international business operations, ensuring timely resolution and minimal disruption.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to International Entrepreneurship</i> - <i>Characteristics and Dynamics of International Entrepreneurship</i> - <i>Financing International Ventures</i> - <i>Building and Managing International Firms</i> - <i>Regional Perspectives on Entrepreneurship</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Zucchella, A., Hagen, B., & Serapio, M. G. (2023). International Entrepreneurship: Second Edition. Edward Elgar Publishing.</i> - <i>Case studies and other material provided in class.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Etemad, H., Evers, N., & Kock, S. (2021). Entrepreneurial internationalization in an increasingly digitized and networked world economy. Edward Elgar Publishing.</i>

Electives: Concentration 2 - International Sales and Marketing

General Course Information															
Course name:	<i>Advertising Techniques and Methods</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies</td><td>13</td></tr> <tr> <td>- Group work / Assignments</td><td>15</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies	13	- Group work / Assignments	15	- Examination	2	Total student workload	125
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies	13														
- Group work / Assignments	15														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course provides students with a foundational understanding of advertising and its role within integrated marketing communications. Emphasizing ethical practices, students will learn to apply advertising techniques and methods effectively to build strong brand positioning. The course covers the principles of creating compelling campaigns, capturing audience attention, and adapting to evolving market challenges. Upon completion, students will be equipped to develop and execute advertising campaigns, implement modern strategies, and promote products independently. Additionally, students will gain the skills to tailor campaigns to diverse socio-cultural contexts, ensuring relevance and effectiveness in global markets. Through practical application, they will master the art of product promotion and learn to create impactful marketing strategies.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand the process of creating, placing, and measuring advertising, and recognize its role in the marketing mix to promote products;</i> - <i>Differentiate theories and models that address social, cultural, and ethical considerations in advertising, and comprehend the strategic process of integrated marketing communication;</i> - <i>Recognize the significance of brand advertising and its impact across various settings, as well as the techniques used in effective advertising.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Customize advertising strategies to suit diverse markets and target audiences;</i> - <i>Implement marketing campaigns by aligning objectives, message, media, execution, and evaluation;</i> - <i>Identify social and ethical issues in advertising, and apply relevant marketing and advertising research methods.</i> 														

	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Apply advertising techniques sensitive to cultural differences, norms, and values;</i> - <i>Critically evaluate advertisements and campaigns with a focus on ethical principles;</i> - <i>Independently design and execute an advertising campaign using the skills and methods learned.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Principles of advertising</i> - <i>Integrated marketing communication</i> - <i>Implementation of advertising techniques and methods</i> - <i>Modern approaches in advertising</i> - <i>Advertising campaigns</i> - <i>Product promotion and marketing strategies.</i> - <i>Ethical consideration and socio-cultural contexts in advertising</i>
List of required textbooks and learning materials:	<i>Ellis-Chadwick, J. A. (2023b). Principles and Practices of MKTG 10E.</i>
Additional textbooks and learning materials:	<i>Case studies and class material</i>

General Course Information															
Course name:	Digital Marketing														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>- <i>Student own work with learning resources</i></td><td>50</td></tr> <tr> <td>- <i>Lectures / class exercises / workshops</i></td><td>45</td></tr> <tr> <td>- <i>Case studies / homework</i></td><td>10</td></tr> <tr> <td>- <i>Group work / assignments</i></td><td>10</td></tr> <tr> <td>- <i>Examination (including preparation)</i></td><td>10</td></tr> <tr> <td><i>Total student workload</i></td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	- <i>Student own work with learning resources</i>	50	- <i>Lectures / class exercises / workshops</i>	45	- <i>Case studies / homework</i>	10	- <i>Group work / assignments</i>	10	- <i>Examination (including preparation)</i>	10	<i>Total student workload</i>	125
Activity	Ac.hours														
- <i>Student own work with learning resources</i>	50														
- <i>Lectures / class exercises / workshops</i>	45														
- <i>Case studies / homework</i>	10														
- <i>Group work / assignments</i>	10														
- <i>Examination (including preparation)</i>	10														
<i>Total student workload</i>	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Electives</i>														
Course Description															
Course overview:	<p><i>Digital marketing plays a key role in shaping the modern economy, fueling modern business, and enabling new forms of social communication. This course reflects an essential helpful tool and crucial background to the students involved with international sales and management interests and further studying in this regard. The course provides an applied and hands-on approach to understanding digital marketing technologies and how to use them to promote products and services, increase awareness, gain competitive advantages in promotion, attract customers, and grow businesses. The main goal of the course is to arm participants to become proficient in digital marketing jargon and in developing digital marketing strategies, analyzing them, and guiding them. An ancillary goal is to gain practical experience in fielding digital marketing campaigns.</i></p>														
Prerequisites:	<i>Completion of Principles of Marketing</i>														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain the economics of digital environments and their impact on business operations.</i> 														

	<ul style="list-style-type: none"> - Differentiate premium models and strategies for building two-sided markets in digital contexts. - Identify key marketing theories and models and understand their application within a company's internal and external environment, including the marketing mix and its components. <p>The students shall acquire skills to:</p> <ul style="list-style-type: none"> - Apply the company's strategic platform, including its mission, aims, and strategies in the digital space. - Analyze the company's strategy, product/market portfolios, competencies, and resources in relation to digital content. - Evaluate the company's strengths, weaknesses, opportunities, and threats (SWOT) in digital positioning, identifying key partners, buyers, and user behaviors in the digital space. <p>The students shall acquire competencies to:</p> <ul style="list-style-type: none"> - Assess the strategic marketing environment of a company in the context of digital space. - Evaluate the company's resources and readiness for initiating digital marketing activities. - Critically analyze the advantages and challenges of using digital space for marketing purposes.
Main course themes and topics:	<ul style="list-style-type: none"> - E-Commerce - Introduction to New Age Media Marketing - Creating an Initial Digital Marketing Plan and Digital Branding Content - Marketing via Web Sites - Search Engine Optimization - Customer Relationship Management in the Digital World - Social Media Marketing - Digital Marketing Budgeting
List of required textbooks and learning materials:	<i>Diamond, S. (2023). Digital Marketing All-In-One for Dummies. John Wiley & Sons.</i>
Additional textbooks and learning materials:	<i>Kingsnorth, S. (2022). Digital Marketing Strategy: An Integrated Approach to Online Marketing. Kogan Page.</i>

General Course Information															
Course name:	<i>Managing Sales and Customer Relationship</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The student's workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>40</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>5</td></tr> <tr> <td>- Group work / assignments</td><td>20</td></tr> <tr> <td>- Examination (including preparation)</td><td>15</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	40	- Lectures / class exercises / workshops	45	- Case studies / homework	5	- Group work / assignments	20	- Examination (including preparation)	15	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	40														
- Lectures / class exercises / workshops	45														
- Case studies / homework	5														
- Group work / assignments	20														
- Examination (including preparation)	15														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															

Course overview:	<i>This course is designed to equip students with fundamental tools and concepts in sales and customer relationship management. Part of this course aims to provide students with a core background and understanding of the sales management process, sales principles, and contemporary sales management practices. The focus is on the management of a sales program and salespeople. The other part of this course aims to equip students with a sound foundation on concepts, strategies, and best practices related to developing and maintaining long-term relationships with potential and current customers and business partners across marketing, sales, and service areas regardless of the channels of distribution.</i>
Prerequisites:	/
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Remember fundamental tools and concepts in sales and customer relationship management;</i> - <i>Understand the importance of human factors in the sales and marketing aspects of the company;</i> - <i>Recognize various benefits that customers seek in consumer as well as B2B markets.</i> <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - <i>Analyze the processes and elements involved in relationship selling and employing gained knowledge and skills necessary for building and managing partner relationships with customers and suppliers;</i> - <i>Apply selling processes and contemporary sales management practices, including organizing, directing, managing, and controlling a sales force in business;</i> - <i>Create the fundamentals of sales processes and promotional activities effectively and profitably.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Demonstrate an empathy for the diversity of customers, salespeople, and cultures in which the company must operate to be competitive in an increasingly global economy;</i> - <i>Interpret effective value-adding roles as key components of profitable business operations;</i> - <i>Apply different approaches to sales and customer relationship management.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Importance of customer-centricity</i> - <i>CRM value chain</i> - <i>Customer intimacy</i> - <i>Value creation and customer value creation</i> - <i>Customer portfolio analysis: Managing customer lifecycle and customer lifetime value</i> - <i>Personal selling's role in marketing strategy</i> - <i>Sales techniques and selling process</i> - <i>Benefits, advantages, and value</i> - <i>Organizing and managing the sales force</i> - <i>Motivating and training the sales force</i> - <i>Evaluating selling performance</i> - <i>Understanding customer relationships and customer relationship management (CRM)</i>
List of required textbooks and learning materials:	<i>Spiller, L. (2021). Selling & Sales Management: Developing Skills for Success. SAGE Publications</i>

Additional textbooks and learning materials:	<i>Sinha, P, Shastri, A. & Lorimer. S.E. (2024). Sales management handbook: how to lead high-performing sales teams (HBR handbooks), Harvard Business Review Press</i>
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General Course Information															
Course name:	<i>International Trade</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>3</td></tr> <tr> <td>- Group work / assignments</td><td>12</td></tr> <tr> <td>- Examination (including preparation)</td><td>10</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	55	- Lectures / class exercises / workshops	45	- Case studies / homework	3	- Group work / assignments	12	- Examination (including preparation)	10	Total student workload	125
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	45														
- Case studies / homework	3														
- Group work / assignments	12														
- Examination (including preparation)	10														
Total student workload	125														
Semester and Year:	<i>4th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course gives a comprehensive introduction to international trade and its implications, analyzing the main trade theories both theoretically and empirically. Covering the causes and consequences of international trade this course explores the implications of trade on social dimensions such as poverty, inequality, development, labor, and the global environment. The course is divided into three parts. The first part deals with the causes and circumstances of trade theories and movements, explaining interventions in trade, agreements, and liberal approaches. The second part examines the role played by multinational firms in this context. The third part analyses countries and organizations regarding the restriction or regulations in international trade and studies the effects of such policies on economic welfare. Through a mix of theoretical insights and real-world case studies, students will gain a comprehensive understanding of the multifaceted impacts of international trade and the policies governing it.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall know to:</i></p> <ul style="list-style-type: none"> - Explain the evolution of international trade strategies, highlighting significant shifts in policy and practice over time; - Interpret the concept of open trade and its role in enhancing economic cooperation among nations; - Use the concepts of liberal trade and interventionism to evaluate the trade policies of specific countries or regions. <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - Apply different approaches in regional and international trade; - Understand trade missions based on different concepts; - Evaluate interventionism, liberalism issues, and present-time global events. <p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Understand the differences in international trade; - Evaluate the advantages of international trade, connecting with macroeconomic issues and challenges across the world; 														

	<ul style="list-style-type: none"> - <i>Apply knowledge of innovations in transportation and logistics to assess their impact on the efficiency and growth of international trade.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Globalization, international trade, and international mobility of production factors</i> - <i>Mercantilism and absolute advantage</i> - <i>Comparative advantage</i> - <i>Standard theory</i> - <i>Demand and supply models and offer curves</i> - <i>Heckscher-Ohlin Theory</i> - <i>Economies of scale, imperfect competition, and international trade</i> - <i>Technological differences, environmental standards, and international trade</i> - <i>Growth and international trade</i> - <i>Tariff and nontariff trade barriers</i> - <i>Stages of economic integration</i>
List of required textbooks and learning materials:	<i>Daniels, J., Radebaugh, L., & Sullivan, D. (2021). International Business, Global Edition. Pearson.</i>
Additional textbooks and learning materials:	<i>Sarkar, S. (2022b). The supply chain revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World. Amacom.</i>

11.3 Year 3

11.3.1 5th Semester

Syllabuses:

General Course Information													
Course name:	<i>International Economics</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <i>Student workload:</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / workshops / case studies</td><td>45</td></tr> <tr> <td>- Group work / assignments</td><td>15</td></tr> <tr> <td>- Examination (incl. examination)</td><td>10</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	55	- Lectures / workshops / case studies	45	- Group work / assignments	15	- Examination (incl. examination)	10	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	55												
- Lectures / workshops / case studies	45												
- Group work / assignments	15												
- Examination (incl. examination)	10												
Total student workload	125												
Semester and Year:	<i>5th semester, Year 3</i>												
Class Status:	<i>Mandatory</i>												
Course Description													
Course overview:	<i>International economics course aims to help students develop a framework for analyzing both opportunities and risks in a global economic environment. This course acquaints students with the study of economic relationships among individuals, firms and countries in an international context, and the economic institutions that underpin these relationships. The emphasis on international trade, investment and monetary related issues provides students the required analytical tools to understand the implications of trade and monetary issues on global and local economies. This course provides students with a balance of both micro and macro view of economics in a global perspective. Students will study the larger economic forces that shape production, trade flows, capital flows, interest rates, exchange rates, and other variables that create the global economic landscape. The part related to international microeconomics, will apply the tools of microeconomics and international economics to illustrate how globalization influences performance, strategy, and policy within firms.</i>												
Prerequisites:	<i>Completion of Microeconomics and Macroeconomics</i>												
Course learning outcomes:	<i>The student shall have knowledge to:</i> <ul style="list-style-type: none"> - Define topics related to the global macroeconomy and identify appropriate methods for analyzing and interpreting economic data. - Identify key issues in international economics and relate how economic theory can be applied to large-scale economic problems in interdependent economies. - Describe theoretical frameworks for analyzing how interdependence among countries shapes economy-wide variables and define the connection between economic theory and real-world events. <i>The student shall have skills to:</i> <ul style="list-style-type: none"> - Apply sophisticated economic tools to analyze international trade, finance, and environmental issues specific to developing economies. - Utilize economic concepts to demonstrate sources of conflict and cooperation among countries. 												

	<ul style="list-style-type: none"> - Perform a critical analysis of contemporary and emerging issues in the global economy using economic theory and data.
	<p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Assess the economic implications of global and regional economic disparities and evaluate the effectiveness of policies aimed at improving efficiency and equity. - Transform economic insights into practical solutions for global economic challenges. - Originate strategies to address contemporary economic issues in developing economies, leveraging advanced economic tools.
Main course themes and topics:	<ul style="list-style-type: none"> - Economies of scale, imperfect competition and international exchange - Economic development and international trade - Economic integration: customs unions and free trade zones - The international movement of resources and multinational corporations - Exchange markets and exchange rates - Financial systems and financial crises in emerging markets - The determinants and consequences of foreign direct investment - Issues related to globalization
List of required textbooks and learning materials:	Melitz, P. O. K., Obstfeld, M., & Melitz, M. (2021). <i>International Economics: Theory and Policy</i> , Global Edition.
Additional textbooks and learning materials:	Carbaugh, R. (2022). <i>International Economics</i> .

General Course Information													
Course name:	<i>E-Business</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / case studies</td><td>45</td></tr> <tr> <td>- Group work / assignments / homework</td><td>15</td></tr> <tr> <td>- Examination (including examination)</td><td>10</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	- Student own work with learning resources	55	- Lectures / class exercises / case studies	45	- Group work / assignments / homework	15	- Examination (including examination)	10	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	55												
- Lectures / class exercises / case studies	45												
- Group work / assignments / homework	15												
- Examination (including examination)	10												
Total student workload	125												
Semester and Year:	5 th semester, Year 3												
Class Status:	Mandatory												
Course Description													
Course overview:	<p><i>The aim of the course is to provide students with the fundamental knowledge in the field of application of modern technologies in business. In particular, this course examines how business organizations are affected by rapidly-changing uses of Information and Communications Technology (ICT) in support of achieving business objectives. The course focuses on the opportunities that ICT can provide when organizations interact with their customers, clients or other stakeholders. During the course, the concept and importance of e-commerce, e-government, electronic payments in the context of interbank, retail and online payments, e-Health, e-Learning and similar are studied. Upon the completion of this course, the students will be able to understand, develop, implement and commercialize services, apps and other E-based</i></p>												

	<i>solutions that match the needs of the users and support the strategy and desired goal for both companies and society at large.</i>
Prerequisites:	/
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand the concept of e-business and historical perspective of the development of e-business technologies;</i> - <i>Classify the fundamental theories and models in relation to E-business and of the importance that adoption, acceptance and diffusion of ICT for the contemporaneous business success;</i> - <i>Identify the factors influencing the choice of distribution channels in online business.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Utilize digital technologies to create IT-based business platforms that address market demands and solve business challenges.</i> - <i>Analyze the strategic and organizational impacts of e-business, applying critical thinking, technology, and communication skills to business scenarios.</i> - <i>Apply Google Drive services and cloud computing applications to enhance business operations.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Evaluate the effects of ICT on business operations and leverage business-driven ICT technologies for competitive advantage.</i> - <i>Commit to actively conceptualizing, implementing, and assessing the role of ICT in addressing various business challenges.</i> - <i>Assess the risks and security threats associated with e-business development, and take technical and legal actions to mitigate risks and prevent abuse in e-business environments.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Business driven technology</i> - <i>Big data, big analytics</i> - <i>E-Business infrastructure and enabling technologies</i> - <i>E-Business design, capacity planning, performance modelling</i> - <i>E- business models</i> - <i>E-business strategies</i> - <i>E-business applications</i> - <i>MIS roles and responsibilities</i> - <i>Organizational information – databases</i> - <i>Information ethics and security</i>
List of required textbooks and learning materials:	<i>Baltzan, P. (2023). ISE Business driven technology.</i>
Additional textbooks and learning materials:	<i>Laudon, K.C. & Traver, C.G. (2021), E-Commerce: Business, Technology, and Society. Pearson.</i>

General Course Information															
Course:	Managerial Accounting														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac. hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>5</td></tr> <tr> <td>- Group work / assignments</td><td>23</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac. hours	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies / homework	5	- Group work / assignments	23	- Examination	2	Total student workload	125
Activity	Ac. hours														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies / homework	5														
- Group work / assignments	23														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>5th semester, Year 3</i>														
Class Status:	<i>Mandatory</i>														
Course Description															
Course overview:	<p><i>This course focuses on management accounting from a business manager's perspective. Students will learn how to estimate and manage costs and profitability for products and customers, and understand how managers use both financial and non-financial information to allocate resources, monitor processes, develop new products, and motivate employees. The course emphasizes the practical application of accounting, finance, and management skills to add value to an organization, rather than focusing solely on theory or basic calculations. It highlights how management accounting supports top-level strategy, helps achieve organizational goals, and ensures ethical standards are maintained. By the end of the course, students will be prepared to advise managers on the financial implications of decisions, contribute to business strategy, and monitor risk, equipping them to work across all business areas, not just finance.</i></p>														
Prerequisites:	<i>Completion of Financial Accounting</i>														
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand the economic impact of globalization.</i> - <i>Utilize tools for assessing a customer portfolio with respect to profitability, commitment, and credit.</i> - <i>Demonstrate an understanding of economic and financial benchmarking theory for industry comparisons.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Apply economic and financial benchmarking theory to compare performance within an industry.</i> - <i>Analyze the economic effects of a specific innovation policy on a company.</i> - <i>Conduct economic analysis, assessment, and prioritization of a customer portfolio.</i> <p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Make informed decisions based on an economic assessment of the customer base.</i> - <i>Evaluate the economic impact of external factors on a company, including industry dynamics and international relations.</i> - <i>Define key performance indicators (KPIs) for evaluating a company's innovative efforts in relation to sales performance.</i> 														
Main course themes and topics:	- <i>Cost Concepts and Classifications</i>														

	<p><i>Understanding different types of costs (fixed, variable, and mixed costs), and how to classify them for internal decision-making.</i></p> <p>- <i>Cost-Volume-Profit (CVP) Analysis</i> <i>Examining the relationship between cost, volume, and profit to help managers make short-term decisions about pricing, production levels, and sales mix.</i></p> <p>- <i>Budgeting and Forecasting</i> <i>The process of creating financial plans and forecasts, including operational, capital, and cash flow budgets to guide business strategy and control costs.</i></p> <p>- <i>Standard Costing and Variance Analysis</i> <i>Learning how to compare actual costs with standard costs, and analyzing the variances to identify performance issues.</i></p> <p>- <i>Activity-Based Costing (ABC)</i> <i>Allocating overhead costs more accurately by tracing costs to activities and products, providing more detailed insight into production efficiency.</i></p> <p>- <i>Performance Measurement and Balanced Scorecard</i> <i>Using financial and non-financial metrics to assess business performance, including the balanced scorecard approach, which looks at multiple perspectives such as financial, customer, and internal processes.</i></p> <p>- <i>Decision Making with Relevant Costs</i> <i>Applying managerial accounting information to make decisions such as whether to make or buy products, accept special orders, or discontinue a product line.</i></p> <p>- <i>Capital Budgeting</i> <i>Techniques for evaluating long-term investments, such as net present value (NPV), internal rate of return (IRR), and payback period, to make informed capital expenditure decisions.</i></p>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - Noreen, E., Brewer, E., Garrison, R. (2023). <i>Managerial Accounting for Managers</i>. McGrawHill - Williams, J.R. (2022). <i>Financial & Managerial Accounting: The Basis for Business Decisions</i>.
Additional textbooks and learning materials:	Brewer, P. C., Garrison, R. H., & Noreen, E. W. (2021). <i>Introduction to managerial Accounting</i> .

General Course Information																			
Course name:	<i>Interdisciplinary Semester Project</i>																		
Study Programme:	<i>Business Management</i>																		
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <thead> <tr> <th>Activity</th><th>Ac.hours</th></tr> </thead> <tbody> <tr> <td>- Project Planning and Coordination</td><td>14</td></tr> <tr> <td>- Research and Data Collection</td><td>24</td></tr> <tr> <td>- Team Meetings</td><td>10</td></tr> <tr> <td>- Report Writing and Documentation</td><td>20</td></tr> <tr> <td>- Self-Study and Reflection</td><td>30</td></tr> <tr> <td>- Presentation Preparation</td><td>12</td></tr> <tr> <td>- Final Presentation</td><td>15</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </tbody> </table>	Activity	Ac.hours	- Project Planning and Coordination	14	- Research and Data Collection	24	- Team Meetings	10	- Report Writing and Documentation	20	- Self-Study and Reflection	30	- Presentation Preparation	12	- Final Presentation	15	Total student workload	125
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- Presentation Preparation	12																		
- Final Presentation	15																		
Total student workload	125																		
Semester and Year:	5 th semester, Year 3																		

Class Status:	Mandatory
Course Description	
Course overview:	<i>The fifth-semester Interdisciplinary Semester Project is an interdisciplinary project designed to deepen students' knowledge and practical skills by addressing a real-world issue in business management. Students from International Business Management collaborate with peers to analyze, research, and propose solutions to complex challenges. This project integrates skills in policy analysis, project management, leadership, and innovation, culminating in a comprehensive report and presentation to faculty and stakeholders. Through this project, students gain hands-on experience in teamwork, problem-solving, and professional communication.</i>
Prerequisites:	/
Course learning outcomes:	<i>The student shall have knowledge to:</i> <ul style="list-style-type: none"> - Understand the interdisciplinary approaches needed to address complex business management challenges; - Describe how different perspectives contribute to problem-solving and solution development in business management; - Identify key elements in effective project planning and analysis; - Recognize the stages of project development, including research, analysis, and report preparation.
	<i>The student shall have skills to:</i> <ul style="list-style-type: none"> - Conduct in-depth research and apply interdisciplinary analysis techniques; - Use quantitative and qualitative research methods to gather and interpret data, developing evidence-based recommendations; - Present project findings professionally; - Communicate project outcomes effectively through a well-structured report and presentation, demonstrating clarity, professionalism, and strategic insights.
	<i>The students shall acquire competencies to:</i> <ul style="list-style-type: none"> - Demonstrate effective collaboration in an interdisciplinary team setting; - Organize and manage collaborative tasks, showing adaptability and problem-solving skills in a team environment; - Develop a comprehensive proposal for addressing a public sector issue; - Formulate a detailed proposal, including objectives, research findings, and recommendations, tailored to a specific public sector challenge.
Main course themes and topics:	<ul style="list-style-type: none"> - Interdisciplinary approaches to public sector challenges - Project planning, research design, and data collection - Integration of knowledge from multiple disciplines in public administration - Effective communication and presentation of research findings - Evaluation and recommendations for public sector improvement

Electives: Concentration 1 - International Business Management

General Course Information													
Course name:	<i>Business in Emerging Markets: Growth & Development</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / workshops / case studies</td><td>45</td></tr> <tr> <td>- Group work / assignments</td><td>15</td></tr> <tr> <td>- Examination (including preparation)</td><td>10</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	55	- Lectures / workshops / case studies	45	- Group work / assignments	15	- Examination (including preparation)	10	Total student workload	125
Activity	Ac.hours												
- Student own work with learning resources	55												
- Lectures / workshops / case studies	45												
- Group work / assignments	15												
- Examination (including preparation)	10												
Total student workload	125												
Semester and Year:	5 th semester, Year 3												
Class Status:	Elective												
Course Description													
Course overview:	<p><i>This course helps students to understand basic business operations in emerging markets. Emerging markets encompass many countries with more than half the world's population, and an enormous variety of cultures, climates, and levels of development, from the BRICs to Sub-Saharan Africa. After decades and even centuries of lackluster economic performance, they are now the fastest-growing markets in the world, despite their volatility. The course aims to extend the students' knowledge regarding business operations in emerging markets worldwide. Therefore, this course provides theoretical and empirical support and explains how companies located in high-developed and wealthy economies successfully interact with partners and/or competitors in low-income economies. This course reflects the strategic management of global companies and aims to answer some of the important questions in international trade and sourcing, sustainable practices, strategic management, and performance differences of companies in emerging markets.</i></p>												
Prerequisites:	/												
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - Discuss the key factors that contribute to cross-country differentiation in the global economy; - Illustrate the challenges and opportunities companies face when penetrating high-income markets. - Compare the stages of the Product Life Cycle (PLC) in various market contexts (e.g., emerging vs. developed markets). <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - Evaluate the effectiveness of a company's strategies in emerging markets, considering local conditions' - Apply micro-franchising models to assess their suitability in different emerging markets; - Report how a company's strengths, weaknesses, opportunities, and threats influence its positioning in emerging markets. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Utilize an understanding of intercultural and inter-communicative differences to propose strategies for a company's market entry into different global regions; 												

	<ul style="list-style-type: none"> - Explain how intercultural differences influence the adaptation of products and services in various markets; - Design a global market entry strategy that considers inter-cultural and communication differences across various regions.
Main course themes and topics:	<ul style="list-style-type: none"> - An overview of emerging markets - Political, institutional and cultural framework in emerging markets - The economic environment in emerging markets - The determinants of the attractiveness of emerging markets: opportunities, risks, and trends in emerging markets - Targeting emerging markets consumers - Emerging markets and multinational companies - Entry approaches and strategies - The negotiation process and relationship building in emerging markets - Analysis of selected emerging markets: Operating environment (historical context, economy, political and legal environment, culture, key actors)
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - Sarkar, S. (2022c). <i>The supply chain revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World</i>. Amacom. - Cavusgil, S. T., Ghauri, P. N., & Liu, L. A. (2021). <i>Doing business in emerging markets</i>. SAGE.
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - Kotler, P., & Armstrong, G. M. (2023b). <i>Principles of marketing</i>. - Business Case Studies regarding the business operations in emerging markets: https://businesscasestudies.co.uk/case-studies/;

General Course Information															
Course name:	<i>Careers and Professional Development</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac. hours</th></tr> <tr> <td>- Lectures / class exercises</td><td>65</td></tr> <tr> <td>- Student Individual study (at library or at home)</td><td>34</td></tr> <tr> <td>- Homework</td><td>10</td></tr> <tr> <td>- Projects, presentations etc.</td><td>10</td></tr> <tr> <td>- Examination (including preparation)</td><td>6</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac. hours	- Lectures / class exercises	65	- Student Individual study (at library or at home)	34	- Homework	10	- Projects, presentations etc.	10	- Examination (including preparation)	6	Total student workload	125
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- Lectures / class exercises	65														
- Student Individual study (at library or at home)	34														
- Homework	10														
- Projects, presentations etc.	10														
- Examination (including preparation)	6														
Total student workload	125														
Semester and Year:	<i>5th semester, Year 3</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<i>This course enables students to apply essential skills and knowledge for effective career planning and professional growth. Students will design impactful resumes, employ job search communication tools, and recognize the value of networking and self-marketing. Key areas of study include constructing a high-impact resume, mastering job search correspondence, and strategically marketing oneself. Through interactive assignments, students will analyze company profiles, draft persuasive cover letters, and engage in mock interviews to practice professional representation with integrity. Emphasis is also placed on understanding the Career Management Code of Ethics. By the end of</i>														

	<i>the course, students will be equipped to navigate the job market, assess career opportunities, and position themselves as strong candidates in their chosen fields. This course is essential for all students prior to graduation.</i>
Prerequisites:	/
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain the principles of career planning and professional development.</i> - <i>Design a high-impact resume tailored to specific job roles and opportunities.</i> - <i>Demonstrate effective use of job search communication tools, including cover letters and follow-up correspondence.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Develop tailored, high impact resumes that effectively showcase relevant experiences and skills.</i> - <i>Compose clear and persuasive cover letters and other job search communications.</i> - <i>Utilize LinkedIn and networking tools to expand professional connections and explore career paths.</i> <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Formulate and implement a strategic career plan, demonstrating ethical conduct in career planning and job search activities.</i> - <i>Adapt to varied interview formats, demonstrating strong interview techniques and skills in negotiating job offers and understanding employment terms.</i> - <i>Leverage digital tools and professional networks for career advancement, including LinkedIn and other platforms suitable for building industry connections.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Foundations of Career Planning and Professional Development.</i> - <i>High-Impact Resume Creation.</i> - <i>Job Search Communication Tools</i> - <i>Interview Techniques and Preparation</i> - <i>Networking and Self-Marketing</i> - <i>Professional Presentation and Communication</i> - <i>Negotiating Job Offers and Understanding Employment Contracts.</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Bolles, R. N. (2021). What Color Is Your Parachute? 2022: Your Guide to a Lifetime of Meaningful Work and Career Success. Ten Speed Press.</i> - <i>Carter, T. J. (2020). The New Job Search: Break All the Rules. Get Connected. And Get Hired Faster for the Job You Want. Career Press.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Galford, R., & Maruca, R. (2020). Your Leadership Legacy: Why Looking Toward the Future Will Make You a Better Leader Today. Harvard Business Review Press.</i> - <i>Pollak, L. (2020). Recalculating: Navigate Your Career Through the Changing World of Work. Harper Business</i>

General Course Information															
Course name:	<i>International Human Resources and Diversity Management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>-Student own work with learning resources</td><td>45</td></tr> <tr> <td>-Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>-Case studies / homework</td><td>10</td></tr> <tr> <td>-Group work / Assignments</td><td>23</td></tr> <tr> <td>-Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	-Student own work with learning resources	45	-Lectures / class exercises / workshops	45	-Case studies / homework	10	-Group work / Assignments	23	-Examination	2	Total student workload	125
<i>Activity</i>	<i>Ac.hours</i>														
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-Lectures / class exercises / workshops	45														
-Case studies / homework	10														
-Group work / Assignments	23														
-Examination	2														
Total student workload	125														
Semester and Year:	<i>Semester 5, Year 3</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<i>This course delves into the complexities of managing human resources in a globalized workplace. By exploring international HR practices alongside diversity and inclusion strategies, students gain a comprehensive understanding of attracting, retaining, and developing a diverse workforce across international borders. This course equips future managers to navigate the challenges and opportunities of managing a multicultural talent pool, fostering a competitive advantage in the global business landscape.</i>														
Prerequisites:	/														
Course learning outcomes:	<p><i>Students will gain knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain the key concepts of international HR management and diversity management;</i> - <i>Analyze the impact of cultural differences on HR practices and employee behavior;</i> - <i>Identify legal and ethical considerations in managing a global workforce and diverse teams.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Develop strategies for recruiting, selecting, and onboarding employees in international contexts;</i> - <i>Design and implement effective diversity and inclusion programs;</i> - <i>Manage cross-cultural communication and conflict resolution within teams.</i> <p><i>Students will gain competencies to:</i></p> <ul style="list-style-type: none"> - <i>Demonstrate a global mindset and cultural sensitivity in approaching HR challenges;</i> - <i>Advocate for and promote diversity and inclusion in the workplace;</i> - <i>Adapt HR practices to comply with international regulations and labor laws.</i> 														
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to International HR Management</i> - <i>Managing Human Capital in a Global Context</i> - <i>Cultural Differences and their Impact on HR Practices</i> - <i>Global Talent Management Strategies</i> - <i>Expatriate Management and Global Mobility</i> - <i>Diversity Management and Inclusion Strategies</i> - <i>Cross-Cultural Communication and Negotiation</i> - <i>International Employment Law and Labor Relations</i> 														

	<ul style="list-style-type: none"> - <i>Managing a Diverse Workforce in a Globalized World</i> - <i>The Future of International HR and Diversity Management</i>
List of required textbooks and learning materials:	<i>Tarique, I. (2022). International Human Resource management: Policies and Practices for Multinational Enterprises. Routledge</i>
Additional textbooks and learning materials:	<i>Reiche, B. S., Harzing, A. W., & Tenzer, H. (2022). International human resource management. International human resource management, 1-100.</i>

General Course Information															
Course name:	<i>Global Supply Chain Management</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>5</td></tr> <tr> <td>- Group work / assignments</td><td>23</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies / homework	5	- Group work / assignments	23	- Examination	2	Total student workload	125
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- Lectures / class exercises / workshops	45														
- Case studies / homework	5														
- Group work / assignments	23														
- Examination	2														
Total student workload	125														
Semester and Year:	5 th semester, Year 3														
Class Status:	Elective														
Course Description															
Course overview:	<p><i>This course explores the key issues associated with the design and management of Global Supply Chains (GSC). GSC is concerned with the efficient integration of global suppliers, factories, warehouses, and stores so that products are distributed to customers in the right quantity and at the right time. One of the primary objectives of GSC management is to minimize the total supply chain cost subject to various service requirements. The course covers effective integral supply chain operations on the global scene and real competition in global markets. The winning approach to supply chains is an integrated perspective that takes into account networks of relationships, sustainability, and product design, as well as the logistics of procurement, distribution, and fulfillment among supply chain-included entities. Additionally, effective logistics and supply chain management is key to achieving competitive advantage since better development and management of supply chain networks will not only cut costs but enhance customer value. In today's volatile marketplace, supply chains need to be more flexible to changes than ever.</i></p>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The student shall knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Describe the structure of supply chains and the factors influencing location decisions in the global environment.</i> - <i>Understand logistics strategies, with an emphasis on planning and the hierarchy of global supply chain structures.</i> - <i>Explain the goals of inventory management and justify why organizations choose to hold stocks within their supply chain systems.</i> <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - <i>Evaluate activities in global supply operations;</i> 														

	<ul style="list-style-type: none"> - <i>Analyze locations for effective supply chain operations;</i> - <i>Explain the multiple roles of stakeholders in the supply chain.</i>
	<p><i>The student shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - <i>Analyze effective decision-making in GSC;</i> - <i>Apply the fundamental concepts of supply chain organization structures;</i> - <i>Understand supply chain activities among the partner organizations on an international level.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Understanding the supply chain in a new business environment</i> - <i>Supply chain planning</i> - <i>Supply chain structure</i> - <i>Supply chain performance</i> - <i>Network design of supply chain in terms of globalization</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Stanton, D. (2023). Supply chain management for dummies. John Wiley & Sons.</i> - <i>Sarkar, S. (2022). The supply chain revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World. Amacom.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Handfield, R., & Linton, T. (2021). Flow: How the Best Supply Chains</i> - <i>Thrive.Jacobs, F. R., & Chase, R. B. (2020). Operations and supply chain management.</i> - <i>Ailawadi, S. C., & Singh, P. R. (2021). Logistics and supply chain management, Third edition. PHI Learning Pvt. Ltd.</i>

Electives: Concentration 2 - International Sales and Marketing

General Course Information															
Course name:	<i>Personal Selling</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies</td><td>3</td></tr> <tr> <td>- Group work / Assignments</td><td>20</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	55	- Lectures / class exercises / workshops	45	- Case studies	3	- Group work / Assignments	20	- Examination	2	Total student workload	125
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	45														
- Case studies	3														
- Group work / Assignments	20														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>5th semester, Year 2</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<i>This course helps students understand personal selling, the process through which organizations are establishing the sales process, identify needs, analyze the products, plan, implement, and control programs to develop and maintain beneficial exchanges with target buyers. Personal Selling skills are critical for the long-term success of any business organization. This course is designed to assist students in building critical selling, negotiation, and sales presentation skills through product demonstration and role plays.</i>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Differentiate central theories and models for the development of a company's sales based on both relational and transactional approaches; - Understand theories and models which support and develop the sales performance; - Classify tools and models for customer follow-up. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Develop and adjust the company's action parameters to individual customers; - Select and apply theories and models to the planning of the sales performance based on the chosen sales strategy; - Assess the marketing mix activities directed towards a company's customers generally and the individual customer specifically and be able to make suggestions for possible changes in strategy and efforts. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Handle and manage the development of the sales strategy based on different complex situations and with involvement of relevant stakeholders; - Enter into work assessing a company's combined activities along with individual efforts in relation to sales work towards its customers; - Participate in multidisciplinary teams in marketing intelligence, focusing on the customer. 														
Main course themes and topics:	<ul style="list-style-type: none"> - Sales process and its milestones - Customer needs - Product analysis 														

	<ul style="list-style-type: none"> - Discussion techniques and dealing with objections - Building persuasive arguments and presenting them in a convincing manner - Sales presentation, closing and follow-up.
List of required textbooks and learning materials:	- Sahagun, M. (2024). <i>Principles of Marketing and Personal Selling</i> . Kendall Hunt Publishing
Additional textbooks and learning materials:	Case studies and class material

General Course Information															
Course name:	<i>B2B Sales and Marketing</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Student own work with learning resources</td><td>53</td></tr> <tr> <td>- Lectures / class exercises</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>15</td></tr> <tr> <td>- Group work</td><td>10</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td><i>Total student workload</i></td><td><i>125</i></td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Student own work with learning resources	53	- Lectures / class exercises	45	- Case studies / homework	15	- Group work	10	- Examination	2	<i>Total student workload</i>	<i>125</i>
<i>Activity</i>	<i>Ac.hours</i>														
- Student own work with learning resources	53														
- Lectures / class exercises	45														
- Case studies / homework	15														
- Group work	10														
- Examination	2														
<i>Total student workload</i>	<i>125</i>														
Semester and Year:	<i>5th semester, Year 3</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<i>This course helps students understand B2B Sales and Marketing, the process through which organizations analyze, plan, implement, and control growth strategies to develop and maintain beneficial exchanges with the company's target B2B clients. Effective international marketing is critical for the long-term success of any business organization because this function ensures that the firm attracts, retains, and grows customers by creating, delivering, and communicating superior international customer value. The basic purpose of the course is to understand the concepts of Business Marketing Environment; Relationships in Business Marketing; Market Opportunities; Business Marketing Strategy and Performance.</i>														
Prerequisites:	/														
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Describe relevant theories and models for the analysis of company competencies, customer base, development of customers portfolio including profitability assessment, have knowledge and understanding of relevant models and theories relating to business and sales models; - Identify and analyze specific competitors; - Differentiate models for strategic handling of the product. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Analyze the relations between a customer and a company; - Assess customers profitability and project future earning potential; as well as the relevance of either a resource-based or market-oriented approach; 														

	<ul style="list-style-type: none"> - Analyze the competitive position of a company as a basis for the preparation of the marketing mix.
	<p>The students shall acquire competencies to:</p> <ul style="list-style-type: none"> - Collaborate in multidisciplinary teams concerning companies work and extract relevant data for the assessment of company customer care; - Identify the relevant buying steps in organizational buying and the omissions in marketing strategies; - Plan and implement product and concept development.
Main course themes and topics:	<ul style="list-style-type: none"> - Organizational Buying Behavior - Segmentation of Business Markets - Business Markets Perspectives - Customer Relationship Management - Business Marketing Planning - Managing Products for Business Markets
List of required textbooks and learning materials:	Hutt, M. D., Speh, T. W., & Hoffman, D. (2023b). <i>Business Marketing Management: B2B</i> . Cengage Learning.
Additional textbooks and learning materials:	Sweenor, D, & Ramanathan, K. (2023). <i>Modern B2B marketing: a practitioner's guide to marketing excellence</i> . TinyTechMedia

General Course Information															
Course name:	<i>Social Media Marketing</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p>The students' workload (hours per semester, ECTS):</p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>5</td></tr> <tr> <td>- Group work / assignments</td><td>23</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies / homework	5	- Group work / assignments	23	- Examination	2	Total student workload	125
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Total student workload	125														
Semester and Year:	5 th semester, Year 3														
Class Status:	Elective														
Course Description															
Course overview:	<p>This course provides a comprehensive exploration of social media marketing, covering essential topics to prepare students with the knowledge and skills needed to succeed in today's digital marketing area. Students will delve into the strategic use of social media platforms, analyzing their unique features and demographics, and exploring content creation strategies tailored to different platforms. They will learn effective community management techniques to engage audiences, foster brand loyalty, and handle customer interactions. Additionally, students will explore social media advertising options, including targeting, budgeting, and performance tracking, and delve into social media analytics to measure campaign effectiveness and derive actionable insights. Ethical considerations in social media marketing, such as privacy and transparency, will also be addressed. Through a combination of theory, case studies, and hands-on exercises, students will develop practical skills and strategies to drive successful social media marketing campaigns and achieve business objectives.</p>														

Prerequisites:	/
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Define the unique features, demographics, and usage trends of major social media platforms such as Facebook, Instagram, Twitter, and LinkedIn. - Master the fundamentals of social media advertising, including ad formats, targeting options, bidding strategies, and budget allocation. - Develop strategic frameworks for creating effective social media marketing plans, encompassing goal setting, audience segmentation, content planning, and performance evaluation. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Create engaging and relevant content tailored to various social media platforms, including posts, stories, videos, and graphics. - Analyze conversations and trends across social media platforms to gather insights, identify opportunities, and respond effectively to audience needs and preferences. - Execute strategies to foster meaningful interactions and community engagement on social media. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Assess social media marketing objectives, target specific audiences, and plan campaigns that align with business goals. - Demonstrate creativity in solving challenges and adapting strategies to navigate evolving social media landscapes. - Stay abreast of new trends, technologies, and challenges in social media marketing, adjusting strategies and tactics to maintain competitiveness and drive business growth.
Main course themes and topics:	<ul style="list-style-type: none"> - Introduction to Social Media Marketing - Building an Effective Digital Presence - Social Media Marketing - Content Marketing Strategies - Engagement and Community Building - Analytics and Measurement - Future Trends in Digital Marketing
List of required textbooks and learning materials:	<i>Signorelli, P. (2021). Change the world using social media. Rowman & Littlefield.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - Johnson, M. J., & Simpson, H. A. (2022). <i>Social media marketing for book publishers</i>. Taylor & Francis. - Mahoney, L. M., & Tang, T. (2024). <i>Strategic social media: From Marketing to Social Change</i>. John Wiley & Sons.

General Course Information																	
Course name:	Consumer Behavior																
Study Programme:	<i>Business Management</i>																
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS):</i> <table> <tr> <th>Activity</th><th>Ac. hours</th></tr> <tr> <td>- Lectures / class exercises</td><td>45</td></tr> <tr> <td>- Individual study (at library or at home)</td><td>55</td></tr> <tr> <td>- Case studies</td><td>5</td></tr> <tr> <td>- Homework</td><td>8</td></tr> <tr> <td>- Presentations</td><td>10</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac. hours	- Lectures / class exercises	45	- Individual study (at library or at home)	55	- Case studies	5	- Homework	8	- Presentations	10	- Examination	2	Total student workload	125
Activity	Ac. hours																
- Lectures / class exercises	45																
- Individual study (at library or at home)	55																
- Case studies	5																
- Homework	8																
- Presentations	10																
- Examination	2																
Total student workload	125																
Semester and Year:	<i>5th semester, Year 3</i>																
Class Status:	<i>Elective</i>																
Course Description																	
Course overview:	<p><i>Students will investigate how consumers perceive, process, and react to marketing stimuli, influencing their purchasing behaviors. Key topics encompass consumer motivation, perception, learning, attitude formation, and decision-making. Additionally, the course analyzes the effects of group dynamics, social influences, and cultural contexts on consumer behavior. By applying theoretical frameworks and engaging with practical case studies, students will learn to evaluate consumer behavior patterns and apply this knowledge in formulating effective marketing strategies. Through interactive discussions, projects, and assignments, students will gain hands-on experience in assessing consumer needs and preferences. By the end of the course, students will be able to predict consumer trends, design targeted marketing campaigns, and improve customer satisfaction. This course is invaluable for those aiming to excel in marketing, advertising, and brand management, offering an in-depth understanding of consumer behavior across various business settings.</i></p>																
Prerequisites:	/																
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Define key theories and concepts in consumer behavior. - Differentiate psychological and social factors influencing consumer decisions. - Identify ethical considerations and social responsibility in marketing practices. <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Apply research methods to gather insights into consumer behavior. - Utilize consumer behavior theories to develop effective marketing strategies. - Present consumer insights to stakeholders for informed decision-making. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Create consumer profiles and segment target markets based on behavior and preferences. - Design strategic marketing plans based on consumer insights. - Evaluate ethical standards and social responsibility in consumer research and marketing activities. 																

Main course themes and topics:	<ul style="list-style-type: none"> - <i>Introduction to Consumer Behavior</i> - <i>Consumer Motivation</i> - <i>Perception and Consumer Awareness</i> - <i>Learning and Consumer Behavior</i> - <i>Attitude Formation and Change</i> - <i>Consumer Decision-Making Process</i> - <i>Social Influences on Consumer Behavior</i> - <i>Cultural Influences</i> - <i>Subcultures and Cross-Cultural Variations</i> - <i>Consumer Research Methods</i> - <i>Ethical and Social Responsibility in Marketing</i> - <i>Technology and E-commerce Influence</i> - <i>Predicting Consumer Trends</i> - <i>Developing Effective Marketing Strategies</i>
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Solomon, M. R. (2020). Consumer Behavior: Buying, Having, and Being (13th ed.). Pearson.</i> - <i>Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2020). Consumer Behavior (7th ed.). Cengage Learning.</i> - <i>Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2021). Consumer Behavior (11th ed.). Cengage Learning.</i>
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - <i>Hawkins, D. I., Mothersbaugh, D. L., & Best, R. J. (2020). Consumer Behavior: Building Marketing Strategy (14th ed.). McGraw-Hill Education.</i> - <i>East, R., Singh, J., Wright, M., & Vanhuele, M. (2021). Consumer Behaviour: Applications in Marketing (4th ed.). SAGE Publications</i>

11.3.2 6th Semester

Syllabuses:

General Course Information																			
Course name:	<i>Business Planning</i>																		
Study Programme:	<i>Business Management</i>																		
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac. hours</th></tr> <tr> <td>- Lectures / class exercises</td><td>45</td></tr> <tr> <td>- Student individual study (at library or at home)</td><td>48</td></tr> <tr> <td>- Case studies</td><td>4</td></tr> <tr> <td>- Field research / field trip</td><td>2</td></tr> <tr> <td>- Homework</td><td>10</td></tr> <tr> <td>- Projects, presentations etc.</td><td>10</td></tr> <tr> <td>- Examination (including preparation)</td><td>6</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac. hours	- Lectures / class exercises	45	- Student individual study (at library or at home)	48	- Case studies	4	- Field research / field trip	2	- Homework	10	- Projects, presentations etc.	10	- Examination (including preparation)	6	Total student workload	125
Activity	Ac. hours																		
- Lectures / class exercises	45																		
- Student individual study (at library or at home)	48																		
- Case studies	4																		
- Field research / field trip	2																		
- Homework	10																		
- Projects, presentations etc.	10																		
- Examination (including preparation)	6																		
Total student workload	125																		
Semester and Year:	6 th semester, Year 3																		
Class Status:	Mandatory																		
Course Description																			
Course overview:	<p><i>This course equips students with the skills and knowledge to transform a feasibility plan into a comprehensive business plan for a new venture, culminating in a business plan competition. Emphasizing business plans as essential tools for launching and growing a business, the course prepares students for strategic business planning within both startups and larger institutions. Students will analyze, construct, and refine business plans, integrating key concepts from core management and business disciplines. By the end of this course, students will demonstrate expertise in essential business plan components, including customer segmentation, value proposition, financial forecasting (income statements and balance sheets), competitor analysis, and risk assessment in small business development.</i></p>																		
Prerequisites:	/																		
Course learning outcomes:	<p><i>The student shall have knowledge to:</i></p> <ul style="list-style-type: none"> - Identify key startup frameworks and explain their relevance to business success; - Determine effective tools for capital raising and idea development; - Construct a viable business plan, incorporating practical business insights. <p><i>The student shall have skills to:</i></p> <ul style="list-style-type: none"> - Create comprehensive market analyses and demand documentation, translating them into actionable steps for new ventures; - Evaluate market trends and competitor dynamics to guide strategic decision-making; - Design detailed financing proposals, including cost estimates, to support business initiatives. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Design a business plan to establish a foundation for new venture creation; 																		

	<ul style="list-style-type: none"> - Demonstrate effective stakeholder communication strategies to secure support and resources; - Negotiate for financing and other forms of support during the implementation of the business plan.
Main course themes and topics:	<ul style="list-style-type: none"> - The purpose of a business plan - Description of the business, products/services, market, location, competition, risks, opportunities, management, personnel, and loan application effects - Protecting the idea and addressing legal issues for entrepreneurs - Defining products/services, target markets, marketing goals, sales/profit goals, potential challenges, and marketing budget - Benefits, Unique Selling Proposition (USP), best and worst contributors to overhead and profits - Current customers, buying habits, reasons for purchasing, best customers/prospects, market share analysis - Competitors, competitive advantages and disadvantages, overall competitive position - Financial data: sources/applications of funding, capital equipment list, balance sheet, break-even analysis, projected income statement, cash flow projections, and spreadsheet modeling.
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - Verzuh, E. (2021). <i>The Fast Forward MBA in Project Barringer</i>, - Barrow, C., Barrow, P., & Brown, R. (2021). <i>The Business Plan Workbook: A Step-By-Step Guide to Creating and Developing a Successful Business</i> (10th ed.). Kogan Page.
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - Harvard Business Review. (2020). <i>HBR Guide to Business Plan</i>. Harvard Business Review Press. - Bangs: <i>The Business Planning Guide</i>, 9th edition. - Bangs: <i>The Market Planning Guide</i>, 6th edition

General Course Information															
Course name:	<i>Managing International Business Operations</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>55</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies / homework</td><td>9</td></tr> <tr> <td>- Group work / assignments</td><td>14</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	55	- Lectures / class exercises / workshops	45	- Case studies / homework	9	- Group work / assignments	14	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	55														
- Lectures / class exercises / workshops	45														
- Case studies / homework	9														
- Group work / assignments	14														
- Examination	2														
Total student workload	125														
Semester and Year:	<i>6th semester, Year 3</i>														
Class Status:	<i>Elective</i>														
Course Description															
Course overview:	<p><i>This course engages students on the subject of conducting business operations in international markets. Students are exposed to various aspects that support decisions about internationalization of the company. They also learn about the contribution of different functional units within the company to the success of its international operations. Broad content topics include globalization aspects, international strategy and</i></p>														

	<p>organization; the entrepreneurial nature of international expansion; different ways of entering the foreign market; internationalization of the service company; international marketing, and sourcing. Lastly, students have the opportunity to explore ethics, political and socio-cultural factors in an international context. The course develops skills in analyzing cross-border business scenarios, identifying opportunities and risks related to various internationalization decisions, appreciating the complexity of international business operations and including ethics and social responsibility as significant factors shaping firm behavior in the home and host countries.</p>
Prerequisites:	/
Course learning outcomes:	<p><i>The students shall acquire knowledge to:</i></p> <ul style="list-style-type: none"> - Understand and ability to properly apply and interpret terms with relation to international business operations and makes a difference between theories and concepts of international business, as well as familiarity about different and vital fundamentals of business structures and institutions, and relations on international markets. - Being capable of differentiating international and domestic businesses and having a thorough understanding of business regulations in the national, international and global setting. - Comprehend relations between global world stakeholders with distinct accent on reasons, conformity with the rules, scale and consequences for the international business <p><i>The students shall acquire skills to:</i></p> <ul style="list-style-type: none"> - Apply theoretical concepts and analytical tools to analyze cross-border business scenarios and provide a suitable interpretation of different aspects of international business operations; - Identify opportunities and risks entailed in various internationalization decisions and discuss related issues, so as to appreciate and explain the complexity of international business operations using its own arguments; - Communicate analytical findings in relation to international business operations of a firm. <p><i>The students shall acquire competencies to:</i></p> <ul style="list-style-type: none"> - Possess an expertise in the field of managing international business operations what will help to understand the complex interaction between international organizations, multinational corporations and markets; - Aptitude to participate in international endeavors, improvement of assertiveness and entrepreneurship, what can be significant for those who will start-up their own companies as well as those at the forefront of international business operations and strategy; - Profound understanding of causes-and-effects links between different subjects of international business and its influence on ethical behavior in professional life.
Main course themes and topics:	<ul style="list-style-type: none"> - Globalization characteristics - International strategy - International expansion - Foreign market entry - Internationalization of the service company - International marketing and sourcing.

	- <i>Influence of ethics, political and socio-cultural factors on international business operations.</i>
List of required textbooks and learning materials:	<i>Daniels, J., Radebaugh, L., & Sullivan, D. (2021b). International Business, Global Edition. Pearson.</i>
Additional textbooks and learning materials:	<i>Case studies and other course material</i>

General Course Information													
Course name:	<i>Procurement Operations in B2B</i>												
Study Programme:	<i>Business Management</i>												
Number of ECTS:	5 ECTS <i>The students' workload (hours per semester, ECTS)</i> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- <i>Student own work with learning resources</i></td><td><i>55</i></td></tr> <tr> <td>- <i>Lectures / workshops / case studies</i></td><td><i>45</i></td></tr> <tr> <td>- <i>Group work / assignments</i></td><td><i>15</i></td></tr> <tr> <td>- <i>Examination (incl. preparation)</i></td><td><i>10</i></td></tr> <tr> <td><i>Total student workload</i></td><td><i>125</i></td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- <i>Student own work with learning resources</i>	<i>55</i>	- <i>Lectures / workshops / case studies</i>	<i>45</i>	- <i>Group work / assignments</i>	<i>15</i>	- <i>Examination (incl. preparation)</i>	<i>10</i>	<i>Total student workload</i>	<i>125</i>
<i>Activity</i>	<i>Ac.hours</i>												
- <i>Student own work with learning resources</i>	<i>55</i>												
- <i>Lectures / workshops / case studies</i>	<i>45</i>												
- <i>Group work / assignments</i>	<i>15</i>												
- <i>Examination (incl. preparation)</i>	<i>10</i>												
<i>Total student workload</i>	<i>125</i>												
Semester and Year:	<i>6th semester, Year 3</i>												
Class Status:	<i>Elective</i>												
Course Description													
Course overview:	<p><i>The most important cooperation between companies lies in procurement operations and the placement of essential items as core keys for successful production operations and/or service provision. This course helps students to understand basic and specific business operations regarding the correspondences in procurement operations. In this regard, the course aims to place, arrange, and arm the students with essential knowledge concerning the management decision challenges in procurement. Therefore, this course covers issues on traditional (push) and modern (pull) concepts, decision-making unit structures (DMUs), market segmentation, supply chain operations, cooperative alliances in procurement, just-in-time principles of delivery, ordering systems, and procurement protocols, risks, and goals. These critical issues will be approached by integrating conceptual, empirical, and case methods. By working in teams, making presentations, and participating actively in class discussions, students will develop their ability to analyze and demonstrate how a global company can enter and thrive in emerging economies.</i></p>												
Prerequisites:	/												
Course learning outcomes:	<p><i>Students will gain knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Understand the globalization and cross-country differentiation;</i> - <i>Demonstrate and interpreting how companies place their goods and services and successfully interact with partners (DMUs) and/or competitors;</i> - <i>Evaluate (Select, Support, Value) how an added value is created based on tide cooperation and mutual trust in terms of dependent business operations.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Apply the fundamental procurement protocols;</i> - <i>Evaluate the company's inputs in terms of raw material and semi-product demands;</i> 												

	<ul style="list-style-type: none"> - Analyze the obligations between buyer companies and selling companies.
	<p>Students will gain skills to:</p> <ul style="list-style-type: none"> - Understand the duties, actions, and goals of procurement, and how they align with overall organizational objectives. - Analyze the procurement function within supply chain design, focusing on best practices, sourcing, logistics, inventory management, and data-driven decision-making. - Create interest and awareness by developing and investigating innovative procurement solutions in B2B business contexts.
Main course themes and topics:	<ul style="list-style-type: none"> - Introduction to procurement in B2B - Procurement process in B2B - Procurement policies and procedures in B2B - Purchasing and supply management organization - Supplier management and development - Global sourcing - Lean Supply Chain Management among modern organizations - Procurement and services in B2B - Law and ethics in B2B procurement
List of required textbooks and learning materials:	<ul style="list-style-type: none"> - Hutt, M. D., Speh, T. W., & Hoffman, D. (2023). <i>Business Marketing Management: B2B</i>. Cengage Learning. - Sarkar, S. (2022e). <i>The supply chain revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World</i>. Amacom.
Additional textbooks and learning materials:	<ul style="list-style-type: none"> - Kotler, P., & Armstrong, G. M. (2023c). <i>Principles of marketing</i>. - Business Case Studies regarding the business operations in emerging markets: https://businesscasestudies.co.uk/case-studies.

General Course Information															
Course name:	<i>Digital Thinking and Innovation</i>														
Study Programme:	<i>Business Management</i>														
Number of ECTS:	<p>5 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th>Activity</th><th>Ac.hours</th></tr> <tr> <td>- Student own work with learning resources</td><td>50</td></tr> <tr> <td>- Lectures / class exercises / workshops</td><td>45</td></tr> <tr> <td>- Case studies</td><td>8</td></tr> <tr> <td>- Group work / Assignments</td><td>20</td></tr> <tr> <td>- Examination</td><td>2</td></tr> <tr> <td>Total student workload</td><td>125</td></tr> </table>	Activity	Ac.hours	- Student own work with learning resources	50	- Lectures / class exercises / workshops	45	- Case studies	8	- Group work / Assignments	20	- Examination	2	Total student workload	125
Activity	Ac.hours														
- Student own work with learning resources	50														
- Lectures / class exercises / workshops	45														
- Case studies	8														
- Group work / Assignments	20														
- Examination	2														
Total student workload	125														
Semester and Year:	6 th semester, Year 3														
Class Status:	Elective														
Course Description															
Course overview:	<p><i>This course ignites your ability to think creatively and solve problems in the digital age. It explores the ever-evolving digital landscape and its impact on businesses and organizations. Through frameworks, case studies, and hands-on activities, students will develop a critical understanding of digital trends, user-centric design thinking, and innovation strategies. This course equips you to become a catalyst for positive change, fostering a culture of innovation and generating creative solutions for the digital world.</i></p>														

Prerequisites:	/
Course learning outcomes:	<p><i>Students will gain knowledge to:</i></p> <ul style="list-style-type: none"> - <i>Explain key concepts of digital disruption, innovation models, and design thinking principles;</i> - <i>Analyze the impact of emerging technologies (e.g., AI, big data) on business models and user behavior;</i> - <i>Identify trends and opportunities within the digital landscape.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Apply user-centered design thinking methodologies to solve digital challenges;</i> - <i>Develop innovative ideas and business models for the digital age;</i> - <i>Communicate and pitch creative solutions effectively to stakeholders.</i> <p><i>Students will gain skills to:</i></p> <ul style="list-style-type: none"> - <i>Cultivate a growth mindset and embrace experimentation in the digital realm;</i> - <i>Collaborate effectively in a team environment to generate innovative ideas;</i> - <i>Adapt to the dynamic nature of the digital world and continuously learn new skills.</i>
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Foundations of Digital Transformation and Innovation</i> - <i>Design Thinking for the Digital Age</i> - <i>User Experience (UX) Design and Customer Centricity</i> - <i>Emerging Technologies and their Applications</i> - <i>Business Model Innovation in the Digital Era</i> - <i>Big Data, Analytics, and Data-Driven Decision Making</i> - <i>Digital Marketing and Social Media Strategies</i> - <i>Intrapreneurship and Fostering a Culture of Innovation</i> - <i>Ethical Considerations in the Digital World</i> - <i>The Future of Work and Digital Skills</i>
List of required textbooks and learning materials:	<i>Handbook of Digital Innovation. (2020). Germany: Edward Elgar Publishing.</i>
Additional textbooks and learning materials:	<i>Rao, V. S. (2021). Lean Digital Thinking: Digitalizing Businesses in a New World Order. India: Bloomsbury Publishing</i>

General Course Information	
Course name:	<i>Internship</i>
Study Programme:	<i>Business Management</i>
Number of ECTS:	<i>10 ECTS (250 hours of student workload)</i>
Semester and Year:	<i>6th Semester, Year 3</i>
Class Status:	<i>Mandatory</i>
Course Description	
Course overview:	<i>The 6th Semester Internship in Business Management provides students with practical, hands-on experience in a professional setting relevant to international sales and marketing. This course enables students to apply theoretical knowledge, analytical skills, and ethical principles gained throughout their studies in a real-world environment. By working within a relevant national or international business, public or private institution, non-profit organization, or similar entity, students gain insights into the operational dynamics, challenges, and impacts of international sales and marketing work. The internship serves as both a professional development experience and a final integration of students' academic learning.</i>
Prerequisites:	<i>Successful completion of previous semesters in the Business Management program</i>
Course learning outcomes:	<p><i>Upon completion of this internship, students will be able to:</i></p> <ul style="list-style-type: none"> <i>- Demonstrate the ability to apply international sales and marketing theories and concepts in a professional setting;</i> <i>- Engage in effective communication and collaboration with private, public or non-profit sector professionals;</i> <i>- Analyze and reflect on real-world challenges in international sales and marketing, offering informed, practical solutions;</i> <i>- Exhibit professional behavior, ethical responsibility, and a commitment to international sales and marketing values;</i> <i>- Evaluate their role and impact within the organization, reflecting on their personal and professional growth.</i>
Main course themes and topics:	<ul style="list-style-type: none"> <i>- Application of international sales and marketing theories in practice</i> <i>- Professional ethics and accountability in business</i> <i>- Communication, collaboration, and teamwork in business</i> <i>- Problem-solving and critical thinking in international sales and marketing contexts</i> <i>- Personal and professional development in a real-world setting</i>

General Course Information																			
Course name:	BA Thesis																		
Study Programme:	<i>Business Management</i>																		
Number of ECTS:	<p>10 ECTS</p> <p><i>The students' workload (hours per semester, ECTS):</i></p> <table> <tr> <th><i>Activity</i></th><th><i>Ac.hours</i></th></tr> <tr> <td>- Research Planning and Literature Review</td><td>38</td></tr> <tr> <td>- Data Collection and Analysis</td><td>50</td></tr> <tr> <td>- Thesis Writing</td><td>66</td></tr> <tr> <td>- Consultations with Supervisor</td><td>5</td></tr> <tr> <td>- Self-Study and Revisions</td><td>38</td></tr> <tr> <td>- Draft Submissions and Feedback</td><td>18</td></tr> <tr> <td>- Final Thesis Preparation and Submission</td><td>35</td></tr> <tr> <td><i>Total student workload</i></td><td><i>250</i></td></tr> </table>	<i>Activity</i>	<i>Ac.hours</i>	- Research Planning and Literature Review	38	- Data Collection and Analysis	50	- Thesis Writing	66	- Consultations with Supervisor	5	- Self-Study and Revisions	38	- Draft Submissions and Feedback	18	- Final Thesis Preparation and Submission	35	<i>Total student workload</i>	<i>250</i>
<i>Activity</i>	<i>Ac.hours</i>																		
- Research Planning and Literature Review	38																		
- Data Collection and Analysis	50																		
- Thesis Writing	66																		
- Consultations with Supervisor	5																		
- Self-Study and Revisions	38																		
- Draft Submissions and Feedback	18																		
- Final Thesis Preparation and Submission	35																		
<i>Total student workload</i>	<i>250</i>																		
Semester and Year:	<i>6th Semester, Year 3</i>																		
Course Status:	<i>Mandatory</i>																		
Course Description																			
Course overview:	<i>The BA Thesis serves as the capstone project for the Business Management program, allowing students to conduct an independent, in-depth research study on a topic relevant to international sales and marketing. This course enables students to apply theoretical knowledge, research methodologies, and analytical skills to address complex issues in business. Under the guidance of a faculty supervisor, students identify a research question, conduct a literature review, gather and analyze data, and present evidence-based conclusions in a formal thesis document. This project demonstrates students' readiness to engage in professional, research-driven roles in international sales and marketing or pursue further academic studies.</i>																		
Prerequisites:	<i>Completion of all required coursework in the Business Management program</i>																		
Course learning outcomes:	<p><i>Upon completion of the BA Thesis, students will be able to:</i></p> <ul style="list-style-type: none"> - <i>Formulate a clear, researchable question in international sales and marketing;</i> - <i>Conduct a comprehensive literature review to contextualize their research question within the existing field;</i> - <i>Design and execute a research methodology appropriate to their study, gathering and analyzing data rigorously;</i> - <i>Critically assess their findings, discussing implications, limitations, and potential areas for further research;</i> - <i>Demonstrate effective academic writing, structuring, and presentation in the final thesis document.</i> 																		
Main course themes and topics:	<ul style="list-style-type: none"> - <i>Research question formulation in international sales and marketing</i> - <i>Literature review techniques and academic writing</i> - <i>Research methodology design (quantitative, qualitative, or mixed methods)</i> - <i>Data collection, organization, and analysis</i> - <i>Discussion of findings, implications, and limitations</i> - <i>Structuring and formal academic presentation of the thesis</i> 																		

ANNEX I

STUDYING AT IBCM

Education at IBCM is unique thanks to both the content of our study programmes and our learning model: *From Theory to Practice*, which enables four steps inside the learning process – conceptualization, experimentation, experience and reflection, all of them based on a problem-based learning (PBL) methodology. IBCM is the first College in this area to implement such a model and here, we particularly insist on PBL. Since the very beginning of IBCM, we have consistently applied this innovative learning model in our curricula, and up to now, we are sure it works very well.

Learning activates

Our learning model *From Theory to Practice*, incorporated with PBL, teaches you to think for yourself, conduct individual research and group research, interact and learn from one another. In such an environment:

- you take action instead of just listening and reading
- you learn to ask the right questions, research the right issues and have the right discussions
- you acquire essential skills and prepare yourself for your professional career
- you meet people from practice, since we organize field visits and guest speakers from relevant institutions, linked to topics you will study.

Integrated, multi- and interdisciplinary approach

Education and research at IBCM, in relation to PSM programme, focus on social themes that are studied from various disciplines at all relevant levels. We recognize the value of bright, young researchers in contributing to the development of fresh and innovative ideas. That is why we want to get our students acquainted with research and different fields of study right from the start by offering:

- During semesters, certain elective courses are offered, where student have the opportunity to collaborate with their fellows from other spurs, to follow courses different than ones offered at their spur, and finally, to write an interdisciplinary project that requires inter- and multidisciplinary way of thinking.
- Opportunities for exemplary bachelor's students, in order to further broaden your knowledge and insights, by offering best internship placements, with good employment opportunities.
- As part of your bachelor's programme at IBCM you can get acquainted with a further studying options at any European University, and apply for internship placement, Master level or any relevant programme at another faculty.

What does a regular week of study at IBCM look like?

No more rushing from one subject to the other. Your week will no longer start with Maths, followed by Biology and English. We ensure focused studying, which can contribute to your overall professional development.

Where does IBCM's international strength lie?

IBCM is the most international and fully English spoken College in the area. Besides this fact, every day

you will encounter different languages and cultures, and most study programmes have a decidedly international theme. IBCM bachelor's programmes place heavy emphasis on studying abroad, often including it as a core requirement for graduation. Our college has dozens of international partnerships and student-exchange agreements, and we encourage interdisciplinary and international collaboration.

Our academic environment

This focus on internationalism extends to the classroom, where interaction with students from different cultures, experiences and traditions impacts the education of each person. Interaction using problem-based learning requires that students directly engage one-another to tackle each question and issue. Various perceptions are immediately brought to the fore as students establish what each person already knows and set learning objectives together.

Career

At IBCM you can learn to be business managers and more. Our programmes will provide you with the knowledge and skills you need to successfully step into your professional career.

Why do you choose a specific programme?

- you find a programme interesting
- you want to study or do an internship abroad
- you hope to find a challenging job in your area of expertise after you graduate

From graduation to employment

Our learning methodology *From Theory to Practice* is highly effective, as can be seen from the achievements of our graduates. In the labour market they are considered independent, assertive professionals, to whom analyzing problems, structuring information, working as part of an international team, conducting and leading discussions and presenting ideas is second nature.