Module Description Catalogue
“Economy and Businesses”

of the Higher Education Institution “Nehemiah Gateway”

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<td>Module Description: Practical Training VI</td>
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Module Description: Introduction to Business Administration

<table>
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<th>Code</th>
<th>Type of the Module</th>
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<th>Contact hours</th>
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Lecturer: Engjëllushe Icka, Wolfgang Frisch

Language: English

Aim of the Module
The students will gain a broad understanding of the process of historical development, present dynamic, as well as the practical experience through exercises, case studies and planning simulations, regarding the Enterprise Economy.

Content of the Module
Part of the module are as follows: The objectives and the history of the enterprise Economy; Basic research concepts applied to the Enterprise Economy; Methods of Enterprise Economy; Object of experience and knowledge; Enterprise and the environment; Importance of decision making; Business forms and legal structures; Creating values in the work and leading process; Basic survey in trade emphasizing wholesale.

Learning Outcomes
By the end of the module, the student will be able to:

- Understand the goals and the business structure’s organization including, materials, economic and logistic factors.
- Identify the factors that influence the quality of service and its connection to the whole service process.
- Apply appropriate business concepts and terminology, identifying work-related problems and in the leading process.
- Analyse the defined problems with basic business methods.
- Solve basic problems using the recognized decisional making methods.
- Cooperate constructively in a work group and are able to clearly assert their point of view while working in a team assigned to a complex task.

Precondition(s)

LITERATURE
Required

Recommended
Mode of Teaching and Learning
Class - Seminar, individual and group study, homework, presentation, business simulation.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
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<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
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<tr>
<td>Participation in the lesson</td>
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<td><strong>Total Percentage / Grade</strong></td>
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Module Description: Marketing I and Sales

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**Lecturer**
Melissa St. Jones, Thomas Queisser, David Fagan, Engjëllushe Icka

**Language**
English

**Aim of the Module**
Students will master general marketing management concepts and understand the complexity of the marketing process in a complex global and information economy. Different tasks on market study will be given and the methodical procedure will be explained, to enable students to develop a concept using critical thinking skills.

**Content of the Module**
Basics of the enterprise economy; Principles of marketing (customers, markets, competitors); Scientific basis of the behavior types; Market study and marketing instrument; Marketing Mix management (Product, Price, Place, Promotion: advertising PR, Sales promotion); Sales management; Communication mix (including digital and social media); Services marketing (People, Process, Physical evidence); Marketing Planning and supervision.

**Learning Outcomes**
In the end of the module students will be able to:
- Understand the core concepts of the marketing and sales process.
- Describe the function of the marketing tools in the Marketing-Mix.
- Recognize the sales management as a part of it and relate the purchase theory to the marketing strategy.
- Develop a practical marketing plan and / or case studies utilizing marketing concepts and principal acquired in the course.
- Work effectively in groups on marketing problems and apply methods using concrete problem-solving skills independently.
- Present their point of view while critically viewing different positions, leading toward better marketing decisions using diverse vantage points.
- Gather data and information from different sources (academic, market and internet-based sources).
- Justify and analyse them according to given criteria.

**Precondition(s)**
Introduction and Business Administration
LITERATURE

Required

Recommended

Mode of Teaching and Learning
Lecture, discussion and problem solving, case study, teamwork project, presentations, short homework and assignment.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

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<thead>
<tr>
<th>Studies during the module</th>
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<tr>
<td>Project Work presentation</td>
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<td>Participation in the lesson</td>
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Module Description: Costing and Budgeting

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</table>

Lecturer: Lefter Roko

Language: English

Aim of the Module
This module provides a basic introduction to the different systems of costing and budgeting. The specific needs of costing and budgeting of organizations are the main subject of this module. Besides that, the students will learn about the interactions between production and costs theory. The students should solve, evaluate, and analyze different costing and budgeting tasks on their own.

Content of the Module
Basic costing theory and methods; Types of costs (direct materials, labor, and overhead costing, costing of jobs and services); Full costing and process costing; Cost analysis; Marginal costing and breakeven analysis; Costing for short-term decision-making; Budgetary planning and control; Basic principles of cash budgeting, introduction to standard costing (calculation of direct cost variances); Budgeting for capital expenditure projects (basic principles).

Learning Outcomes
By the end of the module students will be able to:

• Describe basic costing theories, their methods and the principles of budgetary planning and control.
• Compare different types of costs and budgetary aspects.
• Explain how the costing serves to the business decision making process.
• Apply knowledge in cost calculation and budgeting exercises.
• Analyse different aspects of cost calculation and budgeting using business arguments.
• Evaluate the information from various sources according to the given criteria.
• Prepare reports on cost and budgeting issues for the business decision-making process.
• Contribute constructively in a working group and are open to suggestions.
• Defend their position by drawing on a business argument.

Precondition(s): -
LITERATURE

Required

Recommended

Mode of Teaching and Learning
Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination. Exercise in interpretation of financial statements discussion and problem-solving presentation.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
<thead>
<tr>
<th>Studies during the module</th>
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<th>Percentage of the final grade</th>
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<td>Total Percentage / Grade</td>
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## Module Description: Human Resources Management and Organization

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<th>Code</th>
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**Lecturer**

Mathias Malessa, Renato Preza

**Language**

English

### Aim of the Module

This module gives the students the basic theories and concepts of the organization design, knowledge on differentiation, analysis and specific forms of structure and process organization. Students understand the consequences to be taken into account by the factors of influence and design principles. They learn to evaluate the importance of political decisions on personnel throughout the entire enterprise. They understand the context of HR management and why it is relevant to managers.

### Content of the Module

Theory and practice of organization; Forms of structure organization; Forms of process organization; Newest development of the enterprise organization (e.g. network organization, mission, objectives and functions of human resource management); Trends on the development of personnel policy; Human resources planning; Marketing of personnel / recruitment; Reduction of personnel; Personnel development; Personnel management; Rewarding and social policy; Personnel controlling.

### Learning Outcomes

By the end of the module students will be able to:

- Evaluate the importance of the current organizational design as an essential element in the overall management process and HR especially.
- Assess the contribution of the political organization decisions, for corporate control.
- Explain how much the HR management measures are relevant to the business practice.
- Apply current theory and practices of HR management functions to support the organization’ strategy.
- Demonstrate the specialized knowledge and practices how to attract, maintain and develop the HR in the organization.

### Precondition(s)

General Business Administration

### LITERATURE

**Required**

**Recommended:**
Mode of Teaching and Learning
Lecture, discussion, and problem solving, presentation, practical examples from HR management in Adidas company.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

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<tr>
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<tr>
<td>Project presentation</td>
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Module Description: Financial Accounting

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</table>

Lecturer  
Michelle Mann

Language  
English

Aim of the Module

Students should understand the basics of the economic and financial enterprise in financial markets and financial institutions. They should know, evaluate critically, and apply the important investment procedures and understand financial calculations.

Content of the Module

Conceptual Framework for Financial Reporting (IASs / IFRSs); Statutory requirements; Principles of regular accounting; Preparation of statutory financial reports (Income Statement, Statement of Changes in Equity, Statement of Financial Position); Comparative presentation of Characteristic and rules according to IAS/IFRS; Valuation of assets, tangible and intangible noncurrent assets; Inventory and construction contracts; Valuation of liabilities; Provision and contingencies; Accounting for corporation tax; The imputation system; Preparation and analysis of Cash-flow statements; Preparation of Consolidated accounts for groups (including the key accounting standards i.e. IAS / IFRS relating to all of the areas above); Financial analysis and business valuation.

Learning Outcomes

By the end of the module students will be able to:

- Prepare annual income statements and balance sheets as an important tool of communication between the enterprise and its stakeholders.
- They can distinguish between the HGB balance requirements and IAS/IFRS balance and analyse its consequences.
- They are able to independently make use of all available study tools.
- They can complete routine research under minimal guidance from a lecturer.
- Students can effectively participate in and lead work groups.
- They are capable of arguing their point of view using theory-based arguments.
- They have developed their intuition for a variety of complex issues.
- They ask targeted questions, take part in professional discussions based on theory and take co-responsibility for their learning success.
- They are able to give the lecturer the right feedback.

Precondition(s)  
Industrial Accounting, Costing and Budgeting
LITERATURE

Required

Recommended
Fridson & Alvarez. (2011). Financial Statement Analysis

Websites:

Mode of Teaching and Learning
Lecture, discussion, and problem-solving presentation.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

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<th>Studies during the module</th>
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# Module Description: Leadership

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**Lecturer**
Mathias Malessa

**Language**
English

## Aim of the Module
The students have acquired extensive and detailed knowledge of the major theories in the field of leadership and corporate governance. Students should be familiar with the integrative approaches of recent management and leadership research with special focus to leadership of 21st century, Authentic Leadership.

## Content of the Module
Corporate Culture; Principles of Knowledge Management; Training / Continuing Education; Retention; Employability / Self-responsibility; Forecasting Models; Early warning systems; Social responsibility of the enterprise; HR management tools and systems; Staff evaluation tools and systems; Positive reinforcement and Motivation; Stress and Conflict Management; Information Management; Critical discussion of existing integrative management systems, e.g. Process Management; Quality Management; Principles of Change Management Innovation and technology; Power and control; Alienation, cognitive dissonance; Women and work; Emotional intelligence; Leisure and future of work.

## Learning Outcomes
By the end of the module, students will be able to:

- Understand what makes a leader, the role and difference of authentic leadership.
- Discover their individual values and purpose and how it is related with these of their organization.
- Handle different case studies based on management & leadership related problems.
- Independently analyse, prepare result-oriented and solution strategies.
- The students can participate effectively in a working group and are able to lead the group.
- They have learned reasons for its position by drawing on a theoretically sound argument.
- They have developed a sense of multifaceted and complex problems and can constructively deal with this situation.
- Students ask specific questions to be able to understand and participate in the theoretical basis of differentiated technical discussions.
- They share responsibility for the learning success and can give the teacher adequate feedback. They can take responsibility for their own work and critically evaluate it.
- They can also deal constructively with critical comments about their own performance.

## Precondition(s)
Strategic Management I, Human Resources, and Organization

## LITERATURE

**Required**
Website:
https://www.youtube.com/watch?v=LOnXcrmgAw8
https://www.youtube.com/watch?v=sioZd3AxmnE

What is authentic:
https://www.youtube.com/watch?v=IWfdF6RuZg0

Bill George on Leadership in the 21st century:
https://www.youtube.com/watch?v=VUHopNhFZUl

ROBERT J. Thomas on crucible experiences
https://www.youtube.com/watch?v=QJLOMk39Ld8

Marcus Buckingham on strength-sweet spot
https://www.youtube.com/watch?v=1KeNfhw7bK0

Dan Pink on “what motivates us
https://www.youtube.com/watch?v=uwA97yWz9Uc

Alex Linily on strength
https://www.youtube.com/watch?v=T92q2hVv3Vw

Mary Gentile : giving voice to values
https://www.youtube.com/watch?v=UQ3ZWZ9nv7vQ

David Goleman on Emotional Intelligence
https://www.youtube.com/watch?v=Y7m9eNoB3NU

Recommended

Mode of Teaching and Learning
Lecture, case studies, discussion groups, quizzes, internet research.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT
<table>
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<th>Studies during the module</th>
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<td>Project presentation</td>
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Module Description: Material Management I

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Lecturer: Engjëllushe Icka

Language: English

Aim of the Module
The students will gain an overview of the goals and the organization of goods and materials economy. They should understand materials flow, through and out of organizations as well as concepts and techniques for planning production and production materials requirements, the inventory, warehouse and distribution management. The products and processes, the logistic concept and the quality management.

Content of the Module
Introduction to Material Management; Goods/material economy, logistic and supply chain (aims, notions, organization); Tasks and concept of purchase; Purchase planning and leading production concept; Production planning system and production activity control; Types of inventory and process management, commissioning, transport and distribution of goods; Products and processes; Characteristics of the “service” product; Aspects of service production overlapping functions of methods relating to materials management; Exemplary specializations and actual developments; Total quality management.

Learning Outcomes
At the end of the module the students will be able to:
- Understand the material flow process, the concepts for inventory, warehouse, distribution management and the management of the material management functions.
- Discuss, describe, and solve problems of basic materials management and supply chain management functions and activities.
- Discuss, describe, and solve problems of production management, planning, scheduling, and business logistics.
- Cooperate constructively in a work group and clearly assert their point of view in regards to the materials management functions.

Precondition(s) | Introduction to Business Administration

LITERATURE
Required

Recommended
Mode of Teaching and Learning
Lectures, class discussion, homework reading and problem-solving assignments, small group discussions and problem solving.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

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**Lecturer**
Engjëllushe Icka

**Language**
English

**Aim of the Module**
To give to the students a deeper understanding of the processes related with purchasing, the procurement of the materials and services, the logistic and management mechanism, the forms of the enterprise network with their advantages and disadvantages. To introduce the methods and tools applied in the cycle of the product and a processing order inside supply chain is the aim of this subject. Theoretical part will be illustrated through best-practice examples.

**Content of the Module**
Introduction to Purchasing & Supply Chain Management; Purchasing Activities and Strategy; Purchasing organization and integration; Purchasing policies and global sourcing; Cost management and Negotiation; Contract management; Purchasing law and ethics; Performance Measurement and Evaluation; Basic terms of the supply chain (enterprise networks, coordination mechanisms in networks); Design approaches and optimization of goals in the supply chain; Goods, information and money flows related; The processes, strategies and tools for that procurement; Product development; Order extraction; Production and distribution management; Controlling instruments; Tasks and tools of logistics controlling in practice; Cybernetic control loops; Contents of the strategic and operational-tactical logistic controlling; Determinants and measurement of logistics performance; Logistics cost drivers; Process-oriented logistics cost survey; Logistics cost figures; Inventory control.

**Learning Outcomes**
In the end of the module the students will be able to:

- Describe the role of purchasing as a key element in supply chain management.
- Discuss the importance of purchasing policies and strategic purchasing.
- Describe, explain and evaluate logistic processes of an enterprise through the logistic basis of organization.
- Identify the best practices of logistics, and model and steer the processes, by targeted management.
- Distinguish economic consequences of the enterprise from the full management of the logistic processes over the special limits of the elements of the system.
- To clearly assert their point of view in regard to the enterprise economy.

**Precondition(s)**
Material Management I

**LITERATURE**
Required
Management. UK.
Case studies provided by course professor

Recommended

Mode of Teaching and Learning
Seminar, individual and group work, analysis, reporting, and discussion of detailed business case studies in four general areas of materials management and supply chain management: supply, operations, distribution, and integration with other business functions.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
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Module Description: Marketing II and Sales

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Lecturer: Ulli Arnold

Language: English

Aim of the Module
Students should get a general overview of the main strategic concepts used in marketing. They will be presented with the organizing and strategic function of communication, assisted to understand the role of CRM in both general terms and in the context of Key account management were dealing with. The increasing importance of digital media for corporate and businesses to customer communication, the customer decision process for both B-to-C and B-to-B will also be explored in the module.

Content of the Module
Ways of explaining the purchaser's behaviour; Specialization of marketing instruments (strategic concepts: plan and develop marketing strategies); CRM-including key accounting management-customer decision process: Consumer (B-to-C), organizations (B-to-B); Customers’ life time values; Customer segmentation and using data base; Branding and positioning; Social media in corporate context, and social media driven communication strategies; Industrial goods marketing, social responsibility of the firms.

Learning Outcomes
At the end of the module the students will be able to:
- Describe and explain in depth the strategic concept in marketing and the strategic function of communication in the enterprise.
- Explain the importance of the definitions on the subject (Corporate Design; Corporate Image, etc.).
- Appreciate the close connection between the models of an enterprise and the transferee methods of communication.
- Demonstrate comprehension of the role of marketing in modern organizations.
- Apply methods and models of preference and image measurement and processing.
- Analyse the effects and evaluate them critically.
- Explore and appreciate the ethical and social responsibilities of contemporary marketing professional/organizations.

Precondition(s) | Marketing I and Sales

LITERATURE

Required

Recommended
**Mode of Teaching and Learning**
Lecture, discussion, case studies and problem solving, presentation.

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
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</table>
# Module Description: Business and Social Research Methods

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</table>

**Lecturer**  
Peter C. Makiriyado, Nikolai Bunzmann

**Language**  
English

## Aim of the Module

The module is designed to prepare students for independent research and developing skills to design their research projects and select appropriate research methods to conduct their study. At the end of the course students are expected to have developed preliminary independent research projects as practice to prepare them to work on their bachelor thesis. A major expected outcome of the course is a thesis proposal presenting how the students plan to conduct their thesis research, with justifications of the approach and method(s) chosen. Some of the topics covered include: Qualitative and Quantitative methods, Research design, Specifics on primary data collection, Research measurement, Validity, Reliability, Creating research instruments, Data analysis and Postmortem of test and feedback. Students are expected to have taken Introduction to Research Methods which covers the preliminaries of research.

## Content of the Module

Specialization of the methods (qualitative and quantitative) of market research, the relationship between market research and decision making and the research finding’s application in decision making – samples and validity and reliability issues, case studies.

## Learning Outcomes

In the end of the module, students will be able to:

1. Understand concepts and definitions of business and social research.
2. Select a tentative research problem to be subsequently developed into research proposal.
3. Know and use library reference sources and services.
4. Understand how to develop, background, theoretical framework, methodology, the results, conclusions, and recommendations of the thesis.
5. Understand how to analyze qualitative and quantitative data.
6. Know APA style rules and guidelines related to writing formal research reports.

## Precondition(s)

Research Methods
LITERATURE

Required

Mode of Teaching and Learning
Lecture, discussion, and problem solving, presentation, case study

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
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<th>Quantity</th>
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Module Description: Management Accounting

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<tr>
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<table>
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<tr>
<th>Language</th>
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<tr>
<td>English</td>
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</table>

Aim of the Module

This module provides an overview of the approaches of modern cost management (activity-based costing, target costing, life cycle costing, benchmarking). It aim therefore to nurture an integrated and systematic understanding of the interactions between the various functional areas. At the same time the possibilities and limits of applicability for companies will be analysed.

Content of the Module

Performance measurement at organizational level; Financial analyses accounting ratios multivariate analyses; Use of non-financial approaches; PM in divisional organizations use ROI, du point, RI Pricing of transfers of goods / services between divisions; Performance measurement at product level, standard costing (including the calculation of sales and fixed overhead variances); Presentation of operating statements; Interpretation of variances-trend, materiality etc.; Planning and operational variances; Controlling of financial, material and human resources; (Advanced) Costing for decision making; Limiting factors (opportunity cost approach, make versus buy, product mix decision); Linear programing techniques; Pricing, including target costing pricing; Life cycle costing, relevant costing / minimum price contrasts; Decision-making models; Dealing with risk and uncertainty; Learning curves; Modern development in accounting theory; Activity based budgeting; Zero Budgeting; Cost reduction.

Learning Outcomes

By the end of the module the students will be able to:

- Understand the role of Management accounting and control as an instrument of corporate governance. Make the connections between management accounting/control and other instruments of corporate governance.
- Acquire extensive and detailed knowledge of the different controlling instruments.
- Apply these tools in a company to a good competent level.
- Evaluate the dynamics of the future development of controlling instruments.

Precondition(s)

Marketing I and II

LITERATURE

Required


Recommended


**Mode of Teaching and Learning**
Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination.

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

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<th>Studies during the module</th>
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Module Description: Corporate Finance

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Lecturer: Peter Makiriyado, Anjeza Maçolli

Language: English

Aim of the Module
Students will gain and detailed economics and financial knowledge related to the corporate sector and the foreign trade. Students will use selected tools of financial and risk control and should know how to apply them in different situations.

Content of the Module
The operation of the economy and financial markets; Fundamentals of investment planning, evaluation of investment, sources of finance; Efficient markets and the EMH; Management of working capital (inventory models & management of payables, receivables including factoring); Cash management; Long term planning and budgeting; Use of DCF to evaluate capital expenditure projects; NVP versus IRR; Treatment of risk inflation; Sensitivity analysis, capital rationing; Leasing and asset replacement decisions; Implication of and impact of taxation; Source of long term finance and impact on earnings, gearing and corporate control; Equity finance, flotation, rights issues etc.; Impact on taxation; Innovative finance instruments; Valuation of shares, including assets- and earning-based approaches; Free cash flow; dividend growth and CAPM models; Merger and take Cost of capital and optimal structure theories including MM; Dividend policy, including MM; Implication of and impact of taxation Financing foreign trade.

Learning Outcomes
By the end of the module the students will be able to:
- Obtain a detailed knowledge of investment and financing theory and methods.
- Analyze practical problems and situations.
- Select appropriate methods and techniques for the solution of investment and financing decision-making problems.
- They are able to make use of all available learning and work tools on their own.
- They can carry out routine research work under minimal guidance of a lecturer.
- Students can work effectively in a work group and are able to take over the leadership of the group.
- They have learned to argue their point of view by using theory-based arguments.
- They have developed their intuition for a variety of complex issues and are constructively familiar with that situation.
- They ask targeted questions, take part in professional discussions based on the theory and take over the co-responsibility of the learning success.
- They are able to give the lecturer the right feedback.

Precondition(s): Financial accounting
LITERATURE

Required

Recommended:
BPP learning materials for the ACCA module Financial Management.

Mode of Teaching and Learning
Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

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Module Description: Entrepreneurship I

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**Lecturer**
Thomas Dean Queisser

**Language**
English

**Aim of the Module**
The aim of the module is to introduce students to the entrepreneurship concepts and economic understanding, the role entrepreneurs, their Independence, responsibility, and ability to promote ethical behavior—both as employees and as potential leaders. Promote discipline both within the company (department or across multiple projects) and beyond (economic, political and social contexts).

**Content of the Module**
Business start-up and quality assurance; Entrepreneurship; Business plans and business games; Ownership versus manager, SMEs; Family SME policy; SME development; Networks; Cooperation.

**Learning Outcomes**
By the end of the module students will be able to:
- Describe the entrepreneurship concept in relation to new and existing businesses.
- Assess the importance of building a strong vision and culture in an organization through enthusiastic leadership example.
- Conceptualize why organizations fail or succeed.
- Analyse different business models and approaches to the business plan.
- Create a model organization and apply entrepreneurial principles and theories to their concept as well as relating to work from earlier terms.
- Assess the effects and importance of business ethics and social responsibility.
- Develop individual social skills and ethical behavior.

**Precondition(s)**
Strategic Management I, II

**LITERATURE**

**Required**

**Recommended**
### Mode of Teaching and Learning
Seminar, individual and group study work, case studies.

### TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

### ASSESSMENT

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**Lecturer**

Thomas Dean Queisser

**Language**

English

**Aim of the Module**

The aim of the module is to introduce students to the entrepreneurship concepts and economic understanding, the role entrepreneurs, their Independence, responsibility, and ability to promote ethical behavior-both as employees and as potential leaders. Promote discipline both within the company (department or across multiple projects) and beyond (economic, political and social contexts).

**Content of the Module**

Corporate Governance; Good Governance; Business Ethics, Values; Social Entrepreneurship; Employee participation and cooperatives; Entrepreneurship; Succession planning: Legal & psychological implications; The economics of entrepreneurship; Financial aspect of entrepreneurship; Management consultancy.

**Learning Outcomes**

By the end of the module students will be able to:

- Describe the entrepreneurship concept in relation to new and existing businesses.
- Assess the importance of building a strong vision and culture in an organization through enthusiastic leadership example.
- Conceptualize why organizations fail or succeed.
- Analyze different business models and approaches to the business plan.
- Create a model organization and apply entrepreneurial principles and theories to their concept as well as relating to work from earlier terms.
- Assess the effects and importance of business ethics and social responsibility.
- Develop individual social skills and ethical behavior.

**Precondition(s)**

Entrepreneurship I

**LITERATURE**

**Required**


Godin. Seth. The boots trapper's bible. 2010


Recommended

Mode of Teaching and Learning
Seminar, individual and group study work, case studies.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
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Module Description: Microeconomics

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Lecturer
Peter C. Makiriyado, Pupjana Kole

Language
English

Aim of the Module
The aim of the course is to introduce to students the subject and methods of economics the basics of the analysis of households and businesses and how they can evaluate and use the instrument of market analyse in the framework of microeconomy.

Content of the Module
Principles of Economics (content, scope and methods of economics); Introduction to the economic history of dogma; General, Economic systems, Fundamentals of economic policy; Problem-oriented introduction; Exemplary illustration of economic problems; Micro economic theory (theory and policy of competition); Analysis of offer and demand; Market forms and market balance; Market processes and competition; Competition and economic concentration; The law against restraints of competition; Framework laws for the market economy in addition to the law against restraints of competition.

Learning Outcomes
At the end of this module the students will be able to:

- Understand the microeconomic problems from different perspectives, actors, and stakeholders.
- Describe the basic of economic analyse methods from the view of enterprise analysis and the budget.
- Explain the benefits of these methods of economics analyses.
- Develop appropriate solutions for the upcoming problems based on the outcomes of economic analyses of different market types and forms.
- Analyse market professionally.
- Evaluate the logic and ethical aspects of economic decisions and independently draw conclusions for individual and collective actions.
- Evaluate through their social competence the decision-making process and its importance on microeconomic issues.

Precondition(s)
General Business Administration
LITERATURE

Required


Mode of Teaching and Learning

Seminar, individual and group study work, case studies.

TEACHING METHODOLOGY

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
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Module Description: Macroeconomic

<table>
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</table>

Lecturer: Peter C. Makiriyado, Pupjana Kole

Language: English

Aim of the Module
The aim of the course is to introduce students to the logic of systematic description of the economic cycle. It covers the basics model of macroeconomic income and employment theory. Theoretical issues for the monetary policy and currency are widely discussed. Students will learn the dependencies of a company from the overall economic development and will understand how a company is influenced by economic processes, monetary policy decisions or developments in foreign exchange markets and what kind of responses to such factors are possible.

Content of the Module
Theory of cycles, economic overall account, macro theory; Ex-post analysis of the national income; Ex-post analysis and macroeconomic theory; Analysis of the commodity market; Analysis of the monetary market analysis of the labor market; Illustration and disturbances of the aggregate balance; Consequences of economic policy; General fundamentals; Monetary sizes; Monetary offer; Monetary policy; Balance of payments; Foreign exchange market; Balancing mechanisms of the balance of payments; International monetary order.

Learning Outcomes
At the end of this module the students will be able to:

- Understand and proceed with national account terminology.
- Describe the differences between classified description of the economic cycle and macro-economic phenomenon.
- Explain in the context of macroeconomic model, the effects of the monetary and fiscal policy decisions. The various currency systems as well.
- Analyse the macro-economic models with professional competence and recognize the need for sustainable management.
- Understand the fiscal policy and the difference of the monetary system.
- Deal with macroeconomic data and information and assess the relevance to their own economic decisions.
- Evaluate the potential gap between microeconomic and macroeconomic rationality and the need of economic and social governance.
**Precondition(s)**  
Microeconomics

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### LITERATURE

**Required**


**Recommended:**


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### Mode of Teaching and Learning

Seminar, individual and group study work, case studies.

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### TEACHING METHODOLOGY

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

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### ASSESSMENT

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<th>Studies during the module</th>
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Module Description: Economic Policy

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</table>

Lecturer
Melissa St. James

Language
English

Aim of the Module
In this module of economics, the students will be able to apply the theoretic basis of the previous semesters in the areas of microeconomics, macroeconomics, money, and currency on the economic policy issues. The main issues will be unemployment, inflation, external trade, background, distribution, and social insurance. The right selection of problems will be determined from the actual discussions on economic policy.

Content of the Module
Introduction to economic policy; Application of the policy of stability; Paradigmatic ways of the policy of stabilization; Employment; Stability of prices; Economic growth; External balance; Environment; Current questions of economic policy; Labour code and labour-market policy (social security, policy of income distribution, policy relating to building property; Distribution and social policy.

Learning Outcomes
At the end of this module the students will be able to:

- Recognize the impact of the increasing coalescence of the world economy and changing of the basic parameters of entrepreneurial actions and understand why economic intervention may be necessary.
- Compare and critically evaluate the usage of various economic instruments.
- Evaluate the main effects generated by taxes and transfers and assess the complex effects of tax-based solutions.
- Analyse and judge the intervention in the conditions of externalities, invisibilities, and asymmetric information.
- Realize that potential state failure is a reason for a cautious economic policy.
- Summarize that the priorities should be determined by the respective current economic policy debate.
- Make the decision on different economics policy issues during their work in groups, being responsible for the social and ecological consequences of the economical operation and also their ethical implications.
<table>
<thead>
<tr>
<th>Precondition(s)</th>
<th>Macroeconomics</th>
</tr>
</thead>
</table>

**LITERATURE**

**Required**
GDP: a number of problems Mark Robson IFS School of Finance

**Recommended**

**Mode of Teaching and Learning**
Lecture, discussion, and problem solving, presentation of articles on economic policies

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written exam</td>
<td>1</td>
<td>40 %</td>
</tr>
<tr>
<td>Test 1</td>
<td>1</td>
<td>30 %</td>
</tr>
<tr>
<td>Test 2</td>
<td>1</td>
<td>30 %</td>
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<tr>
<td>Total Percentage / Grade</td>
<td></td>
<td>100 %</td>
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</table>
Module Description: Contract Law

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self study hours</th>
<th>Hours Total</th>
<th>Credits (ECTS)</th>
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<tr>
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</tbody>
</table>

Lecturer: Elis Tarelli

Language: English

Aim of the Module:
The aim of the module is to introduce to the students several areas of the rule of law, and court system, the basic principles of ownership, possession, limited right and the broad law enforcement and to develop to them an understanding of the practical relevance of the subject of law, the style of legal opinion, the methodology for case processing and working closely with Essential Elements in several contexts, including in analysis of a statute.

Content of the Module:
Overview of the legal system and the legal fields, legal techniques; Introduction to the Civil Code (contractual law, including detailed understanding of the essential elements of a contract agency); Introduction (legal subjects, the merchant, general contractual principles, contractual substantiation, the principle of deficiency of intention, in particular authorizations; Special law of obligations (contracts of purchase) and their performances (contracts of activity, contract of personal service, work contract, contracts of agency); Liability for damage (basic questions of the right to enrich oneself, basic questions of the law of torts especially applied in the business law context, and including detailed understanding of the essential elements of certain specific torts, basic questions of the right to enrich oneself).

Learning Outcomes:
By the end of the module students will be able to:
- Explain and make the difference between the law and civil rights.
- Build a relation between the fields of rights and their practical application.
- Compare different types of contracts and are able to conclude independently a business contract.
- Explore the most significant problems of practice in connection with any contract and with the general rules on pre-justification, content and termination of obligations.

Precondition(s):
-
<table>
<thead>
<tr>
<th>LITERATURE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required</strong></td>
</tr>
<tr>
<td>Handout Materials: CISG text. Albanian Civil Code text. Selected court decisions and local country statutes. Selected articles</td>
</tr>
<tr>
<td>EC Unfair Contract Terms Directive (93/13) text.</td>
</tr>
<tr>
<td><strong>Recommended</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mode of Teaching and Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture, case study, group work, discussion and quiz solving.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TEACHING METHODOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Studies during the module</strong></td>
</tr>
<tr>
<td>Written exam</td>
</tr>
<tr>
<td>Group project presentations</td>
</tr>
<tr>
<td>Quizzes</td>
</tr>
<tr>
<td>Participation in the lesson</td>
</tr>
<tr>
<td><strong>Total Percentage / Grade</strong></td>
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</table>
Module Description: Company and Labour Law

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self study hours</th>
<th>Hours Total</th>
<th>Credits (ECTS)</th>
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<tbody>
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</table>

Lecturer: Elis Tarelli

Language: English

Aim of the Module
The aim of the module is to enable students to have a deep understanding of company and employment law, to see examples of the deviations from the commercial and civil law and linking the fields of law in practice, to enable them to apply in practice independently and safely, the fundamental origins, capital boarding, liability, liquidation, and substitution rules.

Content of the Module
The commercial enterprise (commercial employees, commercial transactions, partnerships, corporation private limited companies, survey of business combination law); Basics of employment law (the concept of worker, the initiation of employment, the situation before the contract, preliminary negotiations, employment and labour relations, forms of employment); The duties of the employee from the employment contract (the obligations of the employer under the employment, termination of employment, collective bargaining law); Rule bankruptcy (consumer bankruptcy, bankruptcy, real bankruptcy); The opening procedure (creditor discrimination); Actionable measures and legal consequences, Liability and insolvency offenses.

Learning Outcomes
At the end of the module students will be able to:

- Understand the field of action for the company and labor law.
- Link the fields of law and their practical application in different cycles of business decision.
- Apply in practice the knowledge of trade and company Law.
- Reflect in their work the needs for commercial and legal relations.
- Differentiate the duties of the employee and the employer in the employment contract.
- Terminate employee or employer-term contracts in a legally effective way.
- Receive insights into the process of both the regular insolvency proceedings and of the bankruptcies.
- Evaluate when an insolvency application shall be made and the consequences arising out of the failure of the application.
<table>
<thead>
<tr>
<th><strong>Precondition(s)</strong></th>
<th><strong>Contract Law</strong></th>
</tr>
</thead>
</table>

**LITERATURE**

**Required**

**Recommended**
- Albanian Code of Corporate Governance
- Law “On Entrepreneurs and Companies”
- Law “On the National Registration Center”
- Albanian Civil Code
- Albanian Labour Code

**Mode of Teaching and Learning**
Lecture, case study, individual and group work, discussion, and problem solving.

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Total Percentage / Grade</td>
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<td>100 %</td>
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Module Description: Industrial Accounting

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self-study hours</th>
<th>Hours Total</th>
<th>Credits (ECTS)</th>
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<tbody>
<tr>
<td>L6° 767</td>
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</table>

Lecturer  Lefter Roko

Language  English

Aim of the Module
To provide to the students a basic introduction to accounting and the techniques of financial accounting.

Content of the Module
Introduction to business accounting: distinction between financial and management accounting; Nature and role of accounting, users of financial information and their needs, the regulatory framework; Accounting systems; Financial statements (The construction of balance sheet (SOFP) and income statements); Adjustment to trial balance for accruals / prepayments, depreciation, provision for bad debts etc.; Fundamental accounting concepts and conventions; Accounting for changes in equity; Disposal of fixed assets; Ratio analyses-uses and limitations of ratios as a tool of financial analysis; Working capital management (inventories, receivables, payables and cash operating cycle); Accounting for VAT; Taxation of individuals, partnerships and limited companies; Computer application in accounting.

Learning Outcomes
By the end of the module students will be able to:

- Distinguish financial accounting from other kinds of accounting of the enterprise.
- Understand the system of double entry accounting.
- Acquire the methodological skills to capture transactions from all major functional areas of the company accounting practices.
- Learn how changes in inventory on balance sheet accounts and income and expenses are to be charged on profit and loss accounts.
- Attain the professional skills for preparing annual Income statements and balance sheets/SOFP.
- Through implementing accounting techniques during their individual studies and also through the collaboration in different cases of accounting in class sessions, individual and social competencies are expanded.
<table>
<thead>
<tr>
<th>Precondition(s)</th>
<th>Introduction to Business Administration</th>
</tr>
</thead>
</table>

**LITERATURE**

**Required**

**Recommended**

**Mode of Teaching and Learning**
Combination of lecture, discussion, active participation, quizzes, activities, case analysis, and examination.

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

**Total Percentage / Grade**
100 %
## Module Description: Mathematic and Statistics

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<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self study hours</th>
<th>Hours Total</th>
<th>Credits (ECTS)</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

**Lecturer**
Goran Rafajlovski, Nikolai Bunzmann

**Language**
English

### Aim of the Module
The aim of the course is to equip students with facts, intuition and skills necessary to critically read econometric research produced by others and to conduct independent econometric research. The student will grow in their verbal, written and communication skills.

### Content of the Module
Mathematics for economists; Sequences and series (calculation of interest and compound interest, calculation of bonds, calculation of repayment, applied examples of financial mathematics, matrix calculation, linear equation system, linear optimization, differential calculation, excursion; commercial calculation); Statistics (Fundamentals, marking of empiric distributions, regression and correlation analysis, inductive statistics, exemplary specializations).

### Learning Outcomes
By the end of the module students will be able to:
- Understand the importance of using mathematics and statistics as a tool for planning and decision making with problems of economic and business.
- Explain different formulas behind financial ratios, interest calculations and other important financial concepts.
- Apply basic econometric methods as tools (including modern software package (R) for data analyses.
- Estimate economic and social relationships to test hypotheses by using real data.
- Evaluate and interpret business information and the results in a certain context.

### Precondition(s)
-
**LITERATURE**

**Required**

**Recommended**

---

**Mode of Teaching and Learning**
Combination of lecture, exercises, active participation, quizzes, activities, case analysis, and examination.

---

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

---

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written exam</td>
<td>1</td>
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</tr>
<tr>
<td>Total Percentage / Grade</td>
<td></td>
<td>100 %</td>
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</table>
### Module Description: Basic of Information Technology

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self study hours</th>
<th>Hours Total</th>
<th>Credits (ECTS)</th>
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<tbody>
<tr>
<td>L°° 764</td>
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</tbody>
</table>

**Lecturer**
Goran Rafajlovski, Peter Makiriyado

**Language**
English

### Aim of the Module
This module aims to introduce to students the basic concepts of information technology, and its important role in the business environment. To enable them to use the simple principles of computer systems, databases, networking, and webpages.

### Content of the Module
Basic concepts of data processing; Components of a computer system; Display of information; Software types; Application architectures; Basic Concepts databases and data modelling; Information and Knowledge Management; Basic concepts of business information systems; Internal company wide information systems; Fundamentals of Computer Networks (LAN, WAN, TCP / IP and the Internet); Network security; Creating websites.

### Learning Outcomes
After completing this module, the students will be able to:

- Understand the most important topics that have do with the operation of computer systems, the structure, the function, the databases, and their applications.
- Describe the basics of computer communications, simple theoretical principles of computer systems they are familiar with and can use.
- Develop and implement small database applications.
- Know applications of information and knowledge management.
- Explain important computer networks. Create simple webpages.

### Precondition(s)
-
LITERATURE
Required

Recommended

Mode of Teaching and Learning
Combination of lecture, discussion, active participation, quizzes, activities, exercises, presentation, case study, and examination.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Partial Examination</td>
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<td>Presentation</td>
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<tr>
<td>Homework</td>
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<td>20 %</td>
</tr>
<tr>
<td>Key analyses</td>
<td>1</td>
<td>10 %</td>
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<tr>
<td>Total Percentage / Grade</td>
<td></td>
<td>100 %</td>
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</tbody>
</table>
Module Description: Business English

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self study hours</th>
<th>Hours Total</th>
<th>Credits (ECTS)</th>
</tr>
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<tbody>
<tr>
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<td>65</td>
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</tbody>
</table>

Lecturer: Mary Moyles Johnson

Language: English

Aim of the Module
The student will be able to hear and understand English spoken language; they will get familiar with business vocabulary and will use it in practice. They will be able to speak fluently and present themselves and their business in a professional way.

Content of the Module
Company descriptions (products, services); Socialize, engage in “small talk”; Call in a foreign language; Line or attending meetings (arranging and conducting of meetings, resolving conflicts); Understanding and writing different types of written notices and letters; Developing vocabulary.

Learning Outcomes
At the end of the module students will be able to:
- Describe themselves and their professional context.
- Become aware of intercultural differences.
- Deal with everyday communication situations of the professional environment.
- Identify and describe products and services.
- Place calls and write good business letters.
- Report on their business organization.
- Conduct meeting or take a position as participants in session on various professional topics.
- Express them in negotiation linguistically clearly and concisely.
- Apply strategies to enforce own interests.
- Present project results and company profiles.
Precondition(s) | Good knowledge of high school in English (B2)
---|---
LITERATURE
Required
Text from spotlight, especially by KEN TAYLOR is director of training for CSCT Interpersonal Skills (www.csct.ltd.uk) in London and is co-author of The Vital Link (www.vital.link.net), a web-based, interactive communication skills package. He also writes each month in Spotlight.
KDK Communication recommends *Business Spotlight* to all course participants. English Grammar in Use; CUP Raymond Murphy.
Recommended
Mode of Teaching and Learning
Exercises, seminar, application, group discussion, presentation, teamwork, active practice of the elements.
TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.
ASSESSMENT
<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
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<tr>
<td>Assignment and Presentation</td>
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<td>40 %</td>
</tr>
<tr>
<td>Total Percentage / Grade</td>
<td></td>
<td>100 %</td>
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</tbody>
</table>
Module Description: Strategic Management I

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
<th>Semester</th>
<th>Contact hours</th>
<th>Self-study hours</th>
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<th>Credits (ECTS)</th>
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<tbody>
<tr>
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</table>

Lecturer: Renato Preza

Language: English

Aim of the Module
To give students an outline of the basic principles involved in strategic management. In this module, students will be presented with a number of examples of leadership based on well-known individuals. The nature of leadership will be discussed and compared to the different views and roles of management. This will lead to a consideration of personal and corporate vision and the holistic approach to management. It is also intended as an initial orientation in the role of taking responsibility in the organization and the issues involved in decision-making.

Content of the Module
Leadership approach and functions management; Characteristics of leaders, nature of leadership (good or bad leadership on the role of management); The importance of personal vision-identification of the personal aim, connections between personal, group, organizational and establishing of a society vision; Rudiments of management ideas, and comparison between scientific management with the needs of today; The decision making process; Directing vs. Empowering styles of management; Management systems and competencies; Management styles and organizational culture; Management styles, authority and accountability; Theories of communication; Optimal team structures; Human and organizational culture; Mechanistic and organic structure and contingency theory; Employment of networks of companies.

Learning Outcomes
At the end of the module students will be able to:

- Understand the effect and character of differing management styles.
- Compare and differentiate the role of manager versus leadership relating this to the organization with which they have become familiar in their first term practice phase.
- Identify the key important role of communication and the tools how to create, build and maintain effective teams.
- Analyse their organization.
- Differentiate the culture and structure and the relevance of differing cultures on the life and performance of the organization.
- Present this in the form of an individual analysis with considerable academic content.
Precondition(s)  Business administration

**LITERATURE**

**Required**
Textbook prepared by the instructor, handouts. Students are expected to find their own sources via books or internet research.

**Recommended**

**Mode of Teaching and Learning**
Lectures and through a case study working in groups studying a famous leader and making a class presentation of this. Lectures and through case study research based on their own organizations. Dialectic feedback and active participation in sharing first their business experiences are important components of this learning methodology.

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Individual Assignment</td>
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<tr>
<td>Group Assignment</td>
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<td>30 %</td>
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<tr>
<td>Total Percentage / Grade</td>
<td></td>
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### Module Description: Strategic Management II

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<tr>
<th>Code</th>
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<th>Contact hours</th>
<th>Self-study hours</th>
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<th>Credits (ECTS)</th>
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<tr>
<td>L**831</td>
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</tbody>
</table>

**Lecturer**
Renato Preza

**Language**
English

### Aim of the Module
This module aims to give students an outline of the basic principles involved in strategic management and an introduction into models for strategic change. The essential differences between strategies and tactics will be discussed and the importance of clearly differentiating between these two aspects.

### Content of the Module
Strategic concepts and theories; The environment; Strategic capabilities and strategic purpose; Business strategy; Corporate strategy and diversification; International strategy.

A major part of this module is working in a team to arrive at innovative idea, to construct a 'real' organization with a vision into realizable strategies and to be able to “sell” this idea to others.

### Learning Outcomes
By the end of the module students will be able to:

- Understand the key components of strategy that are used in organizational development.
- Explore the importance of strategy, and the way these components can be analyzed scientifically.
- Use the right tools that can lead to better strategies that can ensure the achievement of organizational goals.
- Analyze organizations by using tools such as SWOT analysis, Porter’s five forces, the PESTEL analysis, as well as an analysis of the organizational mission, vision, goals and key competencies in relation to competitive markets.
- Identify the key important role of communication and the tools how to create, build and maintain effective teams.
- Analyze their organization.
- Differentiate the culture and structure and the relevance of differing cultures on the life and performance of the organization.
- Present this in the form of an individual analysis with considerable academic content.
Precondition(s) | Business administration

**LITERATURE**

**Required**


**Recommended**

**Mode of Teaching and Learning**

Lectures on strategic concepts with the expectation of critical discussion on the part of the students. A term paper of 3000-5000 words shall be produced by each student to a good academic standard which displays their knowledge and ability to apply this to a practical application with which they are familiar is an integral learn and examining element of this course.

**TEACHING METHODOLOGY**

Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

### ASSESSMENT

<table>
<thead>
<tr>
<th>Studies during the module</th>
<th>Quantity</th>
<th>Percentage of the final grade</th>
</tr>
</thead>
<tbody>
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<tr>
<td>Assignment</td>
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<td>Participation</td>
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## Module Description: Strategic Management III

<table>
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<tr>
<th>Code</th>
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<th>Self-study hours</th>
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<th>Credits (ECTS)</th>
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<tbody>
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</tr>
</tbody>
</table>

**Lecturer**  
Roy Jenkins

**Language**  
English

### Aim of the Module
To introduce students to fundamental marketing concepts required for strategic marketing in an international context and to provide the basic knowledge required making a marketing plan for an organization, taking into account the special considerations of international marketing. Special emphasis shall be placed on the practical application of marketing concepts as well as the importance and special relevance of marketing philosophies for small and medium-sized enterprises.

### Content of the Module
International marketing strategy; Relation between international business and strategic marketing; Competition and collaboration; Diversification of strategies and portfolio of business; When to go international?; Competition and its relevance to marketing in general; International marketing; Costs and risks of international ventures; Internationalization vs. Globalization; Safety factors; Choice criteria of relevant markets; External audits; Competitor analysis; Customer issues and cultural considerations; Internal audits; The utility of E-commerce; Ethical issues related to managing a global supply chain / value chain; Additionally, basic marketing concepts and theories will be revised as necessary in an international context; The Marketing Mix in International Marketing; Product issues in both consumer and industrial markets; Standardization vs. Adaptation; Place issues, deciding how to enter a foreign market; Indirect exporting and its advantages; Direct exporting-domestic based sales representation; Overseas sales subsidiary; Licensing; Franchising; Joint Ventures; Direct Investment; Factors affecting choice of market entry method; Implications of market exit; International pricing systems and pricing corridors; Global brands, brand provenance and Country of Origin Effect; International marketing communications; Reorganizing for International Marketing; Centralization v. Decentralization; Strategic orientation of international organizations; Marketing planning fundamentals; Business Mission; The Marketing Audit; SWOT Analysis; Marketing objectives; Using segmentation theories in international marketing; Core Strategy – how objectives can be accomplished; Tests of an effective core strategy; Marketing mix decisions; Organization and implementation; Control; The rewards of marketing planning; Problems in making planning work; How to handle marketing planning problems.
Learning Outcomes
At the end of the module student will be able to:

- Building upon the work in marketing of the previous semester.
- Gain knowledge of the structure and content of a marketing plan as well as the special marketing methods.
- Create a comprehensive international marketing plan for their organization (or part of their organization).
- Apply the methods when the organizations go international.
- Analyse the real market situations.
- Make marketing management decisions based on a thoroughly academic analysis.

Precondition(s) | Marketing I and II, Strategic Management II

LITERATURE
Required

Recommended

Mode of Teaching and Learning
Lecture, case study, discussion and problem solving.

TEACHING METHODOLOGY
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT

<table>
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<th>Studies during the module</th>
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Module Description: Research Methods

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<th>Code</th>
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<th>Semester</th>
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Lecturer: Peter Makiriyado, Nikolai Bunzmann

Language: English

Aim of the Module
Students know the basic characteristics of scientific papers and major epistemological positions and are familiar with basic science theoretical concepts. They know the phases of the research process and include an overview of the methods of empirical research.

Content of the Module
Specific to Semester 1:
Introducing to academic writing; Theory of science and methods of social research; Assignment for project reports; Characteristics and forms of scientific work; Choice and specification of the subject; Literature review and information evaluation; Definition of the structure and organization of work; Content and form of the manuscript; Methods of Social Research; Phases of the research process; Concept specification; Operational and measurement; Research design competitions; Data collection techniques.

Specific to Semester 2:
Project outline for thesis; Independent planning of a research process and developing research design (Expose) under guidance of the lecturer.

Learning Outcomes
By the end of the module students will be able to:
- Formulate a scientific problem to be processed.
- Perform a structured literature review and make critical analyses of the source of the literature.
- Develop an appropriate research design implementing that in the form of structured written report that meets scientific criteria.
- Identify the different phases of research process especially hypothesis formation.
- Individually apply the surveys techniques (data collection) of the empirical research in context of project report and thesis writing (observation, survey, experiment, or content analysis).
- Differentiate science theoretical position, science theoretical concepts and identify business administration as a science.
- Makes differences between quantitative vs. qualitative types of research work.
- Independently plan a research process for a possible thesis topic.
• Develop a research design (Expose) for the possible thesis topic (choice and specification of the topic, problem definition and goal formulation, literature search and information gathering, selection and development of a method of an analysis, determination of the structure and layout).

• Work on a research work using “Citavi”. The students know the procedure, and survey techniques (such as surveys, experiments, content analysis) of social research and can independently apply these in the context of project work and the dissertation. Group work, discussions and presentations increase following social and personal areas of expertise: Working in partnership, enforcement and persuasiveness, conflict resolution, active listening, verbal expressiveness, analytical capability and capacity for self-reflection.

Precondition(s)  
-  

LITERATURE  

Required  

Recommended  

Mode of Teaching and Learning  
Seminar, individual work and study

TEACHING METHODOLOGY  
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

ASSESSMENT  

<table>
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Module Description: Intercultural Communication, Presentation and Project Management

<table>
<thead>
<tr>
<th>Code</th>
<th>Type of the Module</th>
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Lecturer
Roy Atwood, Andrea Ardueser

Language
English

Aim of the Module
This course is an introduction to basic concepts of communication, communication models and skills, (including intercultural communication and how it relates to the global business workplace) the role and importance of a good presentation and how to prepare a scientific presentation. The basics for the project management will be introduced as well.

Content of the Module
Basic of communication; Overview of communication models; Intercultural communication history and competence (task and goals); Planning and organization process of communication as a part of the culture of the whole enterprise; Basic elements of management process of IC; Cooperation skill and conflict management; Interview techniques; Change skills for work and working, dealing with emotion; Moderation, presentation, discussion, argumentation, and negotiation techniques.

Presentation skills:
Application areas and objectives of a presentation; Presentation of dramaturgy; Use of media and visualization; Nonverbal communication (Body language, facial expression, and gestures-dealing with stage fright); Discussion fashion ration; Follow-up of presentation-specifics: the scientific presentation.

Project Management:
Basics Project and Project Management; Phases of project management (project design and project implementation); Project organization; Leadership and project teams; Operating vs. strategic project management; Planning of project schedules; Project costs and project resources; Project control communicative peculiarities in projects supporting change processes.

Learning Outcomes
In the end of module students will be able to:

- Understand basic terminology such as culture, communication, corporate culture, diversity, models in communication, presentation, and project management.
- Recognize cultural features, communication models, their own communication strengths and potential to reflect the communication behaviour itself and use all the aspects in a corporate context.
• Demonstrate acquired knowledge and techniques for the systematic relationship between theory and practice in the global workplace.
• Develop a sense of conflictual topics of conversation and know how to deal with them.
• Demonstrate knowledge, skills, and attitudes on how to cope with changes in the working and professional lives independently, creatively, and anticipatory.
• Strengthen their communication and presentation skills by means of practical examples, exercises and role plays to apply in practical training phases.
• Analyze and evaluate a company operating as a social system with its communication and interaction processes.
• Learn their own work, especially in project form, structure and organize itself.
• Become familiar with the strategies, tools, and principles of successful planning, organization, management, and control of projects during their work groups.
• Assess through different cases, their progress in communicative, presentation skills and project work and give independent view and conclusions.

<table>
<thead>
<tr>
<th>Precondition(s)</th>
<th>Research Methods module</th>
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</table>

**LITERATURE**

**Required**

**Recommended**

**TEACHING METHODOLOGY**
Combination of lecture, discussion, active participation, presentations, case studies, writing essays / assignments.

**ASSESSMENT**

<table>
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<td><strong>Total Percentage / Grade</strong></td>
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## Module Description: Practical Training I

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</table>

**Lecturer**

Renato Preza

**Language**

English

### Aim of the Module (PT1 in Material Management I)

Practical application of the knowledge acquired during the theoretical quarters, describe, and document the general orientation of the company, understand general aspects of material management and marketing and sales in their company, select a problem to be solved in form a project and write the project report as a scientific paper.

### Content of the Module

Understand and document the company’s fundamentals of material management, production management and logistics (organization – disposition – purchase – inventory control – fundamentals of production- production planning and control-logistic).

### Learning Outcomes

In the end of PT1 student will be able to:

- Understand the material flow and different material management functions of the company.
- Understand the purchasing policy/ strategy of the company.
- Explain how purchasing and logistic activities are integrated into the organizational structure of the company.
- Apply techniques for inventory, warehouse and distribution management in their specific condition of the company.
- Apply the key performance figures to measure the effects of purchasing, e.g. the contribution to achievement of objectives.
- Explain processes and methods to select appropriate suppliers.
- Analyse the policy for supplier relation management.
- Select a "problem to be solved" in the field of PT1 in company.
- Describe the problem and formulate the theme of the project report.
<table>
<thead>
<tr>
<th>Precondition(s)</th>
<th>Theoretical modules on the respective subjects.</th>
</tr>
</thead>
</table>

**LITERATURE**

**Required**
Other hand-outs (articles, case studies, etc.) from the module “Research Work”. Hand-outs on general project management.

**Recommended**

**Mode of Teaching and Learning**
The practical training should be done in the diverse departments of the enterprise, which are responsible for the functional areas of material management. It should be concentrated on the fields of information, cooperation in daily business respective routine work and the realization of project tasks in the student's own responsibility.

The coaches have to discuss with the students the tasks of the department and the objectives of the forthcoming practical training.

Regular information exchanges between university and company should take place in the course of Practical Training, especially for the definition of the title of the project work and the final assessment.

**TEACHING METHODOLOGY**
On job training, coached by professionals.

**ASSESSMENT**
No grading, only “passed” or “not passed”.
Module Description: Practical Training II

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</table>

Lecturer
Renato Preza

Language
English

Aim of the Module (PT2 in Marketing & Sales)
Practical application of the knowledge acquired during the theoretical quarters, describe and document the general orientation of the company, understand general aspects of material management and marketing and sales in their company, select a problem to be solved in form a project and write the project report as a scientific paper.

Content of the Module
Understand and document the company’s fundamentals of marketing and sales (main markets, customers, sales organization, marketing, public relation.

Learning Outcomes
Specific to Semester 1 “Function material management”. In the end of PT2 student will be able to:
- Explain the markets and customers of the company and their needs.
- Describe the sales organization and the main sales as well as public relation activities.
- Understand the importance of the marketing strategy and explain how it is implemented.
- Analyse and cost of marketing in relation to the total cost of the product.
- Solve selected the problem in the company in form of a project work.
- Write the project report according to scientific criteria.
- Describe the problem and formulate the theme of the project report.
Precondition(s) | Theoretical modules on the respective subjects.

**LITERATURE**

**Required**
Other hand-outs (articles, case studies, etc.) from the module “Research Work”. Hand–outs on general project management.

**Recommended**

**Mode of Teaching and Learning**
The practical training should be done in the diverse departments of the enterprise, which are responsible for the functional areas of marketing and sales. It should be concentrated on the fields of information, cooperation in daily business respective routine work and the realization of project tasks in the student's own responsibility.

The coaches have to discuss with the students the tasks of the department and the objectives of the forthcoming practical training.

Regular information exchanges between university and company should take place in the course of Practical Training, especially for the definition of the title of the project work and the final assessment.

**TEACHING METHODOLOGY**
On job training, coached by professionals.

**ASSESSMENT**
No grading, only “passed” or “not passed”.
Module Description: Practical Training III

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<th>Code</th>
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</table>

Lecturer

| Lecturer | Renato Preza        |

Language

| Language | English |

Aim of the Module (PT3 in Financial Accounting)
Practical application of the knowledge acquired during the theoretical quarter, in the functions of accounting.

Content of the Module
To understand the general context of the company and how the company has implemented the theoretical principles.

Learning Outcomes
At the end of this internship the students will be able to:

- Understand the way the accounting is organized, and the principles of accounting applied.
- Explain the budget processes and the way the budget is established.
- Identify the procedures used to control debtors. Discuss the way that information for the regular account is collected.
- Interpret the cash flow of the company.
- Analyse the way that the monthly accounts are used to control operation.
- Analyse the P&L sheet (including cost position) and the position of the balance sheet.
- Assess the importance of the financial information for different management meetings and the kinds of these meetings held for the discussion on the progress against budget.
- Select a problem to be solve in the company and formulate the project title.
Precondition(s) | Practical Training II
---|---

**LITERATURE**

**Required**
Specific literature according to the project work. To be determined by the recommendations of the HEI Nehemiah Gateway.


**Recommended**

**Mode of Teaching and Learning**
There is a focus on application of the theoretical knowledge of the specific content of the module in practice. Students will be encouraged to solve practical problems of medium difficulty, to take part in professional discussions and give the right feedback. The practical training in the diverse departments of the enterprise should be concentrated on the fields of information, cooperation in daily business respective routine work and the realization of project tasks in the student's own responsibility. The coaches are to discuss with the students the tasks of the department and the objectives of the forthcoming practical training. Regular information exchanges and finally a concluding assessment should take place in the course of the practical training.

**TEACHING METHODOLOGY**
On job training, coached by professionals.

**ASSESSMENT**

<table>
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<th>Studies during the module</th>
<th>Quantity</th>
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## Module Description: Practical Training IV

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</table>

**Lecturer**

Renato Preza

**Language**

English

### Aim of the Module (PT3 in Financial Accounting)
Practical application of the knowledge acquired during the theoretical quarter, in the functions of HR Management and Organization.

### Content of the Module
To understand the general context of the company and how the company has implemented the theoretical principles.

General understanding of organization, and human resources management; Organization of processes; Staff management; Organization staff planning and recruitment; Staffs care; Human resource development; Staff administration; Wage and salary administration; Labour law; Industrial safety; Accident prevention and environmental protection.

### Learning Outcomes
At the end of this internship the students will be able to:

- Understand the company organizational structure.
- Describe the main business processes and the relation to the chart.
- Explain the HR policy, and the main functions and the organization of the HR department.
- Analyses the HR planning and recruitment process.

### Precondition(s)

Practical Training III

### LITERATURE

**Required**
Specific literature according to the project work. To be determined by the recommendations of the HEI Nehemiah Gateway.


**Recommended**


**Module Description: Practical Training V**

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<th>Code</th>
<th>Type of the Module</th>
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</table>

**Lecturer**

Renato Preza, Nikolai Bunzmann

**Language**

English

**Aim of the Module**

Students gather in the practical phases of the third-year in-depth work experience and can identify and evaluate operational relationships between the business and functional areas. They apply direct in practice the problem-solving methods to complex situations and develop their social, methodological, and personal skills.

Specific goals of PT5:

To enable students to understand what their role in company could be, to select the specific subject of specialization and deepen their academic and practical knowledge. To understand the context of the thesis and develop first ideas for its final Concept.

**Content of the Module**

Specific to Semester V:

Based on personal ambition: specialization in one of the functions offered by the Faculty (material and production management, marketing, finance, accountancy and controlling, human resources management and organization.

**Learning Outcomes**

At the end of PT5 student will be able to:

- Orally explain the fundamentals of the chosen specialization subject.
- Describe how these fundamentals are applied in the company.
- Identify in cooperation with his coach the practical problem to be solved in company and define the possible research question for his/her thesis.
- Select and argue the appropriate methodology to be used and explain steps on the achievements.
- Describe the background and goal of their thesis, the expected results, the major milestones and the necessary sources and stakeholders in form of an exposé.
Precondition(s) | Practical Training IV

**LITERATURE**

**Required**
Specific literature according to selected specialisation to be determined by the recommendations of the HEI Nehemiah Gateway.

**Recommended**

**Mode of Teaching and Learning**
Training on the job in the departments of the companies, corresponding with the content of the selected specialization, project work, seminars, and workshops.

**TEACHING METHODOLOGY**
On job training, coached by professionals.

**ASSESSMENT**

<table>
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<th>Quantity</th>
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**Lecturer**
Renato Preza, Nikolai Bunzmann

**Language**
English

**Aim of the Module**
Students gather in the practical phases of the third-year in-depth work experience and can identify and evaluate operational relationships between the business and functional areas. They apply direct in practice the problem-solving methods to complex situations and develop their social, methodological, and personal skills.

**Specific goal PT6:**
By writing the thesis the student shall prove that he/she has the necessary expertise and methodology to solve a professional research question. The student shall further demonstrate that he/she is capable of analysing and structuring the question, planning how to answer it and summarize the findings in a comprehensive report.

**Content of the Module**
Specific to semester VI:
This is the period when students go deeply in specialization in selected function and write the thesis.

**Learning Outcomes**
During the writing the thesis students will be able to demonstrate:
- Thorough and comprehensive professional knowledge.
- The ability to work analytically and systematically.
- The use of the appropriate research methodology
- The application of problem-solving and project management techniques.
- The knowledge of the specific processes of the company.
- The ability to implement theoretical solutions into practice.
- The capability to document of the research process as well as the findings.
- The competence to present and defend the findings orally.
<table>
<thead>
<tr>
<th>Precondition(s)</th>
<th>Practical Training V</th>
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</table>

**LITERATURE**

**Required**
Specific literature according to selected specialisation to be determined by the recommendations of the HEI Nehemiah Gateway.

**Recommended**

**Mode of Teaching and Learning**
Training on the job in the departments of the companies, corresponding with the content of the selected specialization, project work, seminars, and workshops.

**TEACHING METHODOLOGY**
On job training, coached by professionals.

**ASSESSMENT**

<table>
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<th>Studies during the module</th>
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