

Joint EU/CoE Project  
Strategic Development of Higher Education and Qualification Standards



1<sup>st</sup> Workshop on Qualification and Occupational Standards  
18-19 December 2013, Sarajevo

<b>Working group tasks after the first common workshop</b>	
1. Decide the chairperson of the group for the work until the next common workshop, the date and the place of the group internal meeting	
Group	Economics
Chairperson	Professor Zdenko Klepić, Ph.D.
Members	Assistant Professor Vaso Arsenović, Ph.D. Assistant Professor Azra Bajramović, Ph.D. Dajana Radović, M.A. Assistant Professor Mladen Rebić, Ph.D. Assistant Professor Nermin Oruč, Ph.D. Josipa Grbavac, Ph.D. Assistant Professor Jasmin Halebić, Ph.D. Assistant Professor Saša Petković, Ph.D. Assistant Professor Jelena Poljašević, Ph.D. Professor Bahrija Umihanić, Ph.D. Assistant Professor Jasmina Okičić, Ph.D. Assistant Professor Jasmina Selimović, Ph.D.
Date	January 31 <sup>st</sup> , 2014
Place	Sarajevo, Hotel Europe
2. Find study programmes at your universities for agreed profile and level of qualification	
Titles of programmes and universities	University Slobomir P: Major in Management and Marketing
	University "Džemal Bijedić" Mostar: Major in Management
	University of East Sarajevo: Management in Economics and Business
	International University of Sarajevo: Management and Leadership Studies
	University of Mostar: Business Economics, Major in Management
	University of Zenica: Corporate Management
	University of Banja Luka: Economics and Business Management, Major in Management and Entrepreneurship
	University of Tuzla: Major in Management
University of Sarajevo: Department of Management, Major in Management and Organisation	
3. Analyse written statements of intended learning outcomes in programmes	
(3-A) Intended learning outcomes <b>are well written</b> in the following programmes	University of Banja Luka: Economics and Business Management, Major in Management and Entrepreneurship
	University of Tuzla: Major in Management
(3-B) Intended learning outcomes <b>are partially written</b> in the following programmes	University Slobomir P: Major in Management and Marketing
	University "Džemal Bijedić" Mostar: Major in Management
	University of East Sarajevo: Management in

	<p>Economics and Business</p> <p>International University of Sarajevo: Management and Leadership Studies</p>
	<p>University of Mostar: Business Economics, Major in Management</p>
	<p>University of Zenica: Corporate Management</p>
	<p>University of Sarajevo: Department of Management, Major in Management and Organisation</p>
<p>(3-C) Intended learning outcomes <b>are not written</b> in the following programmes</p>	
<p>In the case of 3-A, choose one of such programmes and write intended competences at the level of programme</p>	<p><b>University of Tuzla: Major in Management</b></p> <p>Upon completion of studies, the student will be able to:</p> <ul style="list-style-type: none"> <li>- define and explain fundamental economic concepts and theories,</li> <li>- identify peculiarities of functioning and problems characteristic of different types of business organisations,</li> <li>- recognise basic characteristics of the economic, legal, competitive, cultural, regional and/or international environment in which the organisation operates,</li> <li>- apply basic methods of gathering and use of data for economic research,</li> <li>- apply basic quantitative methods used in business decision making,</li> <li>- apply modern management concepts, especially strategic management at profit and non-for-profit organisations,</li> <li>- effectively demonstrate managerial, organisational and leadership abilities at the organisation by actively applying conceptual, social and technical managerial skills,</li> <li>- work in key managerial and executive positions at private and public production and service companies at which he/she creates and implements business policies,</li> <li>- act in an entrepreneurial manner by adopting a positive attitude towards changes, accept innovations as reality and chance for business success, be responsible for his/her own actions, be willing to accept reasonable risk and be motivated to succeed.</li> </ul>
<p>In the case of 3-A, choose one topic from the chosen programme, and write intended learning outcomes</p>	<p><b>University of Tuzla: Major in Management</b></p> <p><b>Subject: Management of Small and Medium Enterprises</b></p> <p><u>General competences:</u></p> <ul style="list-style-type: none"> <li>- knowledge and skills acquired as part of the subject Management of Small and Medium</li> </ul>

	<p>Enterprises (MSME) enable students to understand the specific characteristics of SMEs, and particularly the manner of their functioning,</p> <ul style="list-style-type: none"> <li>- students should be able to understand all hard and soft elements of SMEs, manner of their harmonisation for the purpose of meeting the goals, among which particular focus is placed on enterprise growth and development related goals.</li> </ul> <p><u>Special, subject-related competences:</u></p> <ul style="list-style-type: none"> <li>- understanding the importance of SMEs for business, economy and society in general,</li> <li>- students will understand advantages and disadvantages of different forms of company establishment, including also the characteristics of family businesses and inherited businesses,</li> <li>- ability to recognise specific characteristics of business processes at SMEs for the purpose of designing business functions by depth and width,</li> <li>- ability to understand managerial duties at all management levels at SMEs, for the purpose of their performance, coordination or management,</li> <li>- by studying this subject, students will be able to register a company independently or with the assistance of a lawyer, prepare a business plan of the company (strategic and operational), acquire skills needed for the performance of managerial duties, including also company management duties.</li> </ul>
<p>In the case of 3-B, choose one of such programmes and write intended competences at the level of programme</p>	<p><b>University of Sarajevo: <i>Department of Management, Major in Management and Organisation</i></b></p> <p>Department of Management (MAN) combines theoretical, conceptual and analytic knowledge of business economics with practical management knowledge and skills. This study programme aims at educating not only future managers, but also the so-called business analysts with excellent knowledge of logics of business processes. The demand for such a personnel profile, in possession of analytical and information science-related knowledge, has even exceeded the demand for IT experts in the USA over the past several years. The MAN-programme primarily provides basic knowledge of economics, business and management, and in addition to this, it provides managerial knowledge, techniques and tools in individual fields such as: marketing management, financial management, human</p>

	<p>resources management, strategic management, operational management, information management, etc. In addition to the mentioned knowledge, future managers are educated and trained for the use of analytical methods and techniques in modern business management through quantitative subjects (Mathematics for Economists, Statistics in Economics and Management, Operational Research). Students also receive adequate information science-related knowledge through two obligatory information-science subjects: Business Information Science and Information Systems Management, as well as the ability to use relevant software tools that support the use of mathematical and statistical methods and techniques (e.g. Mathematica / MathLab, SAS / SPSS, LINDO / LINGO / GAMS, etc.).</p>
<p>In the case of 3-B, choose one topic from the chosen programme, and write intended learning outcomes</p>	<p><b>University of Sarajevo: <i>Department of Management, Major in Management and Organisation</i></b>  <b>Subject: International Management</b></p> <ol style="list-style-type: none"> <li>1. Acquisition of basic knowledge and skills needed for business operations in a different geographic and cultural environment</li> <li>2. Acquisition of necessary managerial knowledge and skills and ability to adapt and combine different national management styles in the operations of national and multi-national corporations</li> <li>3. Development of a cross-cultural adaptability</li> </ol>
<p>4. Analyse assessment criteria and procedures of achieved knowledge, skills and competence as written in programmes</p>	
<p>(4-A) Assessment criteria and procedures <b>are well written</b> in the following programmes</p>	<p>University of Banja Luka: <i>Economics and Business Management, Major in Management and Entrepreneurship</i>  University of Sarajevo: <i>Department of Management, Major in Management and Organisation</i></p>
<p>(4-B) Assessment criteria and procedures <b>are partially written</b> in the following programmes</p>	<p>University Slobomir P: <i>Major in Management and Marketing</i>  University "Džemal Bijedić" Mostar: <i>Major in Management</i>  University of East Sarajevo: <i>Management in Economics and Business</i>  International University of Sarajevo: <i>Management and Leadership Studies</i>  University of Mostar: <i>Business Economics, Major in Management</i></p>

	University of Zenica: <i>Corporate Management</i>
	University of Tuzla: <i>Major in Management</i>
(4-C) Assessment criteria and procedures <b>are not written</b> in the following programmes	
In the case of 4-A, choose one topic from the chosen programme, and write assessment criteria and procedures	<p><b>University of Banja Luka: <i>Economics and Business Management, Major in Management and Entrepreneurship,</i></b>  <b>Subject: Economics and Management of SMEs</b></p> <p>Attendance of lectures 2 points  Active participation in lectures (seminar paper, discussion, case studies) 0-8 points  Test I 0-20 points  Test II 0-20 points  Final exam 0-50 points</p>
In the case of 4-B, choose one topic from the chosen programme, and write assessment criteria and procedures	<p><b>University Slobomir P: <i>Major in Management and Marketing</i></b>  <b>Subject: Strategic Management</b></p> <p>Manner of assessment: Oral tests, seminar papers, case studies, active participation in lectures, composition of the obligatory pre-exam grade (up to 70 points)</p> <p><i>Tests (45 points)</i>  <i>Test I – page 3 to page 110 (15 points, minimum 9 points)</i>  <i>Test II – page 111 to page 190 (15 points, minimum 9 points)</i>  <i>Test III – page 191 to page 297 (15 points, minimum 9 points)</i></p> <p>Attendance of lectures and active participation – discussion and essays, 10 points, <i>minimum 0 points</i>  Seminar paper 5 points (<i>minimum 0 points</i>)  Case study 10 points (<i>minimum 6 points</i>)  Final exam – oral exam 30 points (<i>minimum 18 points</i>)</p> <p>TOTAL NUMBER OF POINTS 100 (minimum 51)</p> <p>Comments:  Students take 3 tests. The maximum number of points per test amounts to 15. The minimum number of points to be achieved by a student in case of every test is 9. By passing a test, the student passes part of the curriculum. The part of the curriculum that the students failed to pass during the written test is taken during the final – oral exam (1 question per failed test).  The final exam is obligatory. Minimum pre-requirement for taking the final exam is the achievement of the minimum of <b>27</b> points in the</p>

tests (minimum 3 tests with 9 points each) and 6 points for the "case study". The final exam includes the part of the curriculum not covered by the tests and presentation of the seminar paper. Students reply to 2 questions during the final exam. The minimum number of points to be achieved is 9 points per question.

**Active participation in lectures** implies active participation of students in discussions and analyses of examples from business practices of companies that are related to the curriculum.

A **case study** implies individual or group work of students for the purpose of resolving a hypothetical task. Students present a "case study" in the XIV curriculum week.

A **seminar paper** consists of individual work of students in relation to the given curriculum topic. By using the relevant literature from the specified field, students conduct research, analyse the problem and present the results in the form of a written 15-page paper (30,000 characters). The instructions for writing seminar papers are available as a hard copy and electronic copy.

**Grades** are as follows: up to 50 points – failed

51-60 points - 6

61-70 points - 7

71-80 points - 8

81-90 points - 9

91-100 points - 10

5. Analysing chosen programmes and topics, discuss the harmonisation between intended learning outcomes and assessment criteria and procedures

The following issues were discussed:

- Even in those cases when all assessment criteria and procedures are defined in a clear and detailed manner, the question arises as to who is the person who, in addition to the professor in charge of the relevant subject, is competent to assess the harmonisation of the learning outcome and assessment procedures.
- Every syllabus should also contain a section specifying the manner and reasons for assessing individual learning outcomes.
- It is necessary to ensure the harmonisation of learning outcomes of subjects and outcomes of individual programmes at the level of faculties.
- A particular problem is monitoring or ensuring the implementation of syllabus contents.
- The relation between learning outcomes and manner of assessment has to be established and controlled.
- Better training and gradual introduction of young teaching staff in the educational process would contribute to a better harmonisation.

6. Write all challenges during the work and overcome.

- We had a great atmosphere during the meeting. We were sorry that our colleagues from Bihać were unable to attend.
- In general, we believe that there have been no problems and that the meeting has been very productive. We look forward to our cooperation in the coming months.