



IBCM Programme Handbook

Public Administration programme and top-up programme in Public Service Management

Program Overview

<i>Name of the institution</i>	International Business College Mitrovica (IBCM)
<i>Faculty/Department</i>	Department of Public Administration
<i>Main Campus or Branch</i>	Riverside Campus
<i>The program applies to Branch</i>	No
<i>Name of the study program</i>	Public Administration / Public Service Management
<i>Person responsible</i>	Bujar Gallopeni, MSc. PhD cand.
<i>Accreditation/Reaccreditation</i>	Re-accreditation
<i>NQF Qualification Level</i>	NQF Level 5 and NQF Level 6
<i>Academic degree conferred</i>	Academy Profession in Public Administration Bachelor of Public Service Management
<i>ECTS</i>	120 / 210
<i>Program profile (specialization)</i>	Public Administration Public Service Management
<i>Erasmus Code</i>	14.9
<i>Type of study</i>	Full-time
<i>Number of students</i>	
<i>Minimum duration of study</i>	2 years / 3,5 years
<i>Permanent staff</i>	

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1.0 Module overviews for the programmes

1.1 Academy Profession degree programme in Public Administration

Semester	Modules at Lillebaelt Academy of Professional Higher Education	ECTS	Modules at International Business College Mitrovica	Courses at International Business College Mitrovica	ECTS
1 st semester			International marketing and sales	Principles of Marketing	4
				Mathematics and Introductory Statistics	4
	Economics	6		Principles of Economics	6
	Organization	6	Communication, organization and management	Effective Communication	3
				Organizational and Management Studies	5
			The European Union and the Modern State	Introduction to EU Studies	4
				Public Sector in the Modern State	2
	Social science	5		Introduction to Environmental and Agricultural Management	2
	Administration	7			
	Law	6			
		30			30
2 nd semester	Social science	5		Poverty Reduction and Development	4
				Human Development	3
	Law	8		State Organization	5
	Organization	5		Policy Development	3
				Principles of Innovation	3
	Economics	6		Macroeconomics	4
				Principles of Research Methodology	5
	Administration	6		Financial Statement Analysis	3
		30			30
3 rd semester	Law	6		Administrative and public sector legislation	8
				Quality management and project evaluation	8
	Economics	3		Public Budgeting	4
				Applied Innovation	6
	Administration	2		Human Rights and Administration	4
	Organization	4			
	Optional part	15			
		30			30
4 th semester	Internship	15		Internship	15
				AP thesis project	15
		30			30
AP degree in Public Administration		120			120

1.2 Bachelor degree programme in Public Service Management

Semester	Modules at University College Lillebaelt	ECTS	Courses at International Business College Mitrovica	ECTS
1 st semester			Principles of marketing	4
			Mathematics and introductory statistics	4
	Descriptive economics	10	Principles of Economics	6
	Organization and communication	10	COM (Effective communication, Organizational and Management studies)	8
			The European Union and the Modern State (Introduction to EU Studies & Public Sector in the Modern State)	6
	Law	5	Introduction to Environmental and Agricultural Management	2
	Scientific methodology	5		
		30		30
2 nd semester			Poverty reduction and development	4
	Socialization and learning	10	Human development	3
			State organization	5
	Organization and communication	5	Policy development	3
			Principles of Innovation	3
	Macroeconomics	10	Macroeconomics	4
			Principles of Research Methodology	5
	Scientific methodology	5	Financial Statement and Analysis	3
		30		30
3 rd semester	Law	10	Administrative and public sector legislation	8
	Quality assurance	10	Quality management and project evaluation	8
	Economics	5	Public budgeting	4
			Applied Innovation	6
	Organization and communication	5	Human Rights and Administration	4
		30		30
4 th semester			Intercultural communication and PR	6
			Individual socialization and learning	6
			Philosophy of science & applied research methodology	6
	Economics	10	Public finance management	6
			Interdisciplinary course	6
	Law	5		
	Innovation	10		
	Interdisciplinary project	5		
		30		30
5 th semester			Profession, organization and citizens	10
			Needs assessment and project cycle management	10
			Legal systems	10
	Specialization	30		

		30		30
6th semester	Internship	30	Internship	30
		30		30
7th semester	Specialization	10		
	Bachelor thesis project	20	Bachelor thesis project	30
		30		30
Bachelor degree in Public Service Management		210		210

2. Profile and Learning outcomes

Students of Public Service Management can choose between graduating with the AP degree in Public Administration after 4 semesters of studies and graduating with the Bachelor degree in Public Service Management after 7 semesters of studies. The first three semesters of studies are the same whether the student wishes to complete only the AP or continue in the Bachelor programme. Starting from the 4th semester, there is a divergence between the two tracks. Whereas students who are opting to graduate with the AP degree in Public Administration are doing internships and writing an AP thesis during their 4th semester of studies, students who are intending to graduate with the Bachelor degree are having courses during their 4th semester of studies and are in internship during their 6th semester of studies.

Public Administration prepares individuals to serve as managers in the executive arm of local and central government. It focuses on the systematic study of executive organization and management, including instruction in the roles, development and principles of public administration, the management of public policy, executive-legislative relations, public budgetary processes, financial management, administrative law, public personnel management, professional ethics and research methods.

Public Administration can be defined as the implementation of policies by civil servants within an official government's executive framework. Public administrators manage nearly every aspect of public service at the federal, state and local levels, offering the opportunity to help shape the future.

The IBCM Public Administration study programme equips students with knowledge, competences and skills to meet the challenges of modern public administration and public management. The Public Administration curriculum assures that graduates have knowledge in a range of social, democratic and economic concepts, including poverty, poverty reduction, development, wealth, the welfare state, social exclusion/inclusion, community, and individual/group identity.

They have knowledge of public management theory and its basic principles, such as public-private partnership, macroeconomics, and democratic norms and values. They are trained to plan and conduct research projects and evaluations. They know to decide on which methodology to use in a social context, so as to identify the needs of the population and which techniques are most effective when involving citizens in decision-making, taking a user-oriented approach to services and allowing citizens to raise their voices so as to maintain the highest values of the developed society.

Graduates of Public Administration are capable of carrying out literature and documentation reviews on various topics related to the public sector at both the European Union and local level. They are trained to compare these findings, analyze them and use evidence-based data to suggest the best solutions for community development. They are trained to use existing databases (EUROSTAT, HFA, United Nations, and National Institute for Statistics). They are familiar with problem analysis tools (examples of which include stakeholder analysis, SWOT analysis, fishbone diagram, force field analysis) as well as with project cycle management.

Applying the IBCM motto, *From Theory to Practice*, graduates of the Public Administration programme will have acquired practical experiences during a number of case studies and exercises as well as during mandatory field visits to public institutions such as the Kosovo Police, the office of the Organization for Security and Cooperation in Europe, the district government, and the municipality. Having enjoyed the interactive and communication-focused approach of IBCM, graduates are familiar with presentation and communication techniques and possess strong problem-solving skills.

IBC-M graduates are the human resources of the future public administration, for all governmental layers and hierarchical positions from the top to the bottom. They will be the cornerstone of future society and the processes of community democratization and modernization.

After graduating with AP degree in Public Administration students are qualified to independently carry out work, to analyze, plan and implement solutions that broadly relate to management of private companies and the management and administration of public institutions. Graduates are qualified to professionally service citizens and to promote cooperation between the private and the public sector.

After graduating with the Bachelor degree in Public Service Management, students are qualified to carry out complex, development-oriented administrative functions in the field of public services with a focus on services related to unemployment, social service, education and the health sector. They are familiar with administration theory and methodology. They possess knowledge and understanding of practice and applied theories and methods in the field of public services and they are able to reflect on the practice of their profession and the way in which theory and methods are applied. They are able to handle complex development-oriented situations in work or study contexts. They are able to engage independently in intra-professional and inter-professional cooperation, assume responsibility within the framework of professional ethics, identify their own learning needs and develop their own knowledge, skills and competencies in relation to the profession.

AP Learning Outcomes

The learning outcomes of the Academy Profession degree programme in Public Administration are as follows:

Knowledge

The graduate will:

- Have knowledge of structure, function, development, culture and organization in the private and public sector at national and international level;
- Have knowledge of organizational structures, including the influence of external factors, different leadership roles and the behavior of individuals in organizations;
- Have knowledge of strategic and political decision making;
- Have knowledge of economics and financial models and principles;
- Have knowledge of legal methods, principles of administrative law, law of obligations and relevant laws and regulations.

In addition and because of the possibility of bridging to the BA in Public Administration the graduate will also have knowledge of:

- Development and structure in society, concepts and problem areas in society and in the public sector;
- The public sector as a politically managed organization.

Skills

The graduate will:

- Be able to apply and evaluate methods for the analysis of organizational processes, structures, culture and values and apply and evaluate methods for conflict resolution and various presentation and negotiation techniques;
- Be able to assess economic conditions and implications, based on the accounts, budgets and financial reports and prepare pricing and costing, set quality objectives and assess goal achievement;
- Be able to assess and prepare relevant statistical data and evaluate the usability of various evaluation methods as well as conduct qualitative and quantitative studies;
- Be able to prepare reports, using various media and incorporating digital opportunities in communication with customers and citizens;
- Be able to plan and implement administrative law's successful prosecution, including the use of project-work methods.

In addition and because of the possibility of bridging to the Bachelor in Public Administration the graduate will also be able to:

- Apply and evaluate methods for the analysis on community development and structure, from an economic, sociological and political perspective:

Competencies

The graduate will:

- Be able to combine knowledge of economic, legal, organizational, societal, and information technology, compared with methodological considerations in administration;
- Be able to participate in collaboration with people with different educational, linguistic and cultural backgrounds;
- Be able to manage innovative solutions and decisions, both individually and in cooperation with citizens and other partners;
- Be able to give professional service to both residents and customers and help to promote cooperation between the private and public sector and in a structured context;
- Be able to acquire new knowledge, skills and competencies in relation to the profession.

In addition and because of the possibility of bridging to the Bachelor in Public Administration the graduate will also be able to:

- Work cross-sector and cross-professional;
- Involve users and give professional service to both residents and customers and help to promote cooperation between the public and the private sector and in structured context.

Bachelor Learning Outcomes

The learning outcomes of the Bachelor degree programme in Public Service Management are as follows:

Knowledge

The graduate will:

- Have knowledge of legislation concerning the administration of the public services and an understanding of the interrelationship to other areas of politics;
- Have knowledge and understanding of applied theories and methods used in the public or private sector, delivering public services;
- Have knowledge of the organization, management and administration of the public services and be able to reflect on the practice, objectives, target groups, methods, tools and cooperative processes connected with welfare provision;
- Have knowledge of legislation concerning employment, including following up those who are off work sick, the provision of flexible and sheltered employment and efforts to promote integration in employment, and to have a knowledge of continuing education;
- Have knowledge of the societal, legislative and political frameworks for educational and vocational guidance;
- Have knowledge and understanding of the roles and tasks of civil authorities, and be able to reflect on the way in which case workers in administration apply theories and methods in practice;
- Be able to understand and reflect on the connection between staff administration and the work environment;
- Have knowledge of motivational factors and be able to reflect on their significance in terms of personnel management and staff recruitment.

Skills

The graduate will:

- be able to take an holistic view of the problems, resources and needs of citizens, and be able on this basis to plan and coordinate a coherent set of welfare measures and other services;
- be able to apply legislation concerning the public services, including making decisions within the legal framework;
- be able to describe, analyze and assess problems related to welfare administration with a view to drawing up, justifying and propagating model solutions to cooperative partners and users;

- be able to compare and assess various methods and tools and to select those analytic tools best suited to the task;
- be able to prepare materials using various methods of creating tables and graphic presentations, including calculating and critically evaluating index and key figures;
- be able to analyze the needs of individuals and groups for guidance;
- be able to develop, plan, carry out and assess guidance programmes aimed at different target groups;
- be able to carry out individual, group and collective activities on a professional basis;
- be able to identify and analyze conflicts and difficulties in cooperation, with a view to drawing up possible solutions and indicating a range of legal solutions;
- be able to analyze an organization with a view to selecting relevant strategies that can support the mission, vision and values of the workplace in question.

Competencies

The graduate will:

- be able to exercise administrative functions in the public services, including handling complex and development-oriented situations;
- be able to engage independently in intra-professional and inter-professional cooperation and assume responsibility within the framework of professional ethics;
- be able to participate in processes of systematic development, documentation, follow-up and evaluation in the field of public service provision, including the development of effective and appropriate case administration and financial management;
- be able to exercise functions, including handling complex and development-oriented situations;
- be able to communicate with professional precision and cooperate professionally in the handling of specific problems;
- be able to identify their own learning needs and keep abreast of developments in the public services.

3. Contact information for IBCM lecturers

Contact information for your course lecturers are included in the detailed course descriptions provided at the start of the course.

4. Pedagogical concept of the Public Administration and Public Service Management programmes

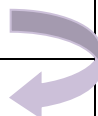
The pedagogical concept of the Public Administration/ Public Services Management study programme was developed in a way to ensure the realization of the IBCM motto: “*From theory to practice*”. With this concept students gain both explicit and tacit knowledge through a combination of theory and practice. Explicit knowledge is the knowledge that is transferred and gained by articulation, can be

explained in words and can be learned by listening and/or reading. Tacit knowledge is the knowledge that can be gained only through applying and practical involvement.

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

The pedagogical concept can be visualized as follows:

	Explicit knowledge	Tacit knowledge
Theory	Conceptualization	Experimentation
Practice	Reflection	Experience



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

Conceptualization at IBCM PA happens through:

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

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

Experimentation at IBCM PA happens through:

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

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

Experience at IBCM PA happens through:

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

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

Experience at IBCM PA happens through:

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

The Public Administration AP programme uses mostly reflection, experimentation and experience as learning aspects for students, while the Public Services management Bachelors programme puts special emphasis on reflection, as the final goal of the learning process. The above-explained pedagogical concept is implemented using a combination of teaching/learning methods, such as problem-based learning, project-based learning, research-based learning, blended learning, reflective learning, and so on.

5. Degrees and double degrees

Students have the choice to complete their studies after 2 years with Academy Profession (AP) degree in Public Administration or after 3.5 years with Bachelor degree in Public Service Management.

The AP degree in Public Administration has a workload of 120 ECTS. It is double issued by the IBCM and the Lillebaelt Academy of Professional Higher Education (EAL).

The Bachelor degree in Public Service Management has a workload of 210 ECTS. It is double issued by the IBCM and the University College Lillebaelt (UCL).

The awarding of the double degree is based on the Danish act 684. EAL and UCL can award double degrees to graduates of the IBCM study programmes because, the IBCM and the EAL/UCL study programmes have similar learning outcomes and a similar credit point value.

6. Summary of study, internship and examination regulations of the programmes

6.1 Overview of examinations

Semester 1

Module	Course	Time of exam	Form	Grading
International Marketing and Sales	Principles of Marketing	Final examination week	1,5 hours written exam	Graded

	Mathematics and Introductory Statistics	Final examination week	1,5 hours written exam	Graded
	Principles of Economics	Final examination week	3 hours written exam	Graded
Communication, Organisation, Management	Effective Communication	During semester	Group presentation, quizzes and assignments	Graded
	Organizational and Management Studies	Final examination week	1,5 hours written exam	Graded
The European Union and the Modern State	Introduction to EU Studies	Final examination week	1,5 hours written exam	Graded
	Public Sector in the Modern State	Final examination week	1,5 hours written exam	Graded

Starting from the second semester of studies, students of the Public Administration and the Public Service Management study programmes are examined as follows:

Semester 2

Course	Time of exam	Form	Grading
Interdisciplinary	June and July	Course assignment(s) per course (form: up to teacher) – grades in the latest in the week 14 Written project (weight: 1/2) and oral exam (weight: 1/2)	Graded

Semester 3

Course	Time of exam	Form	Grading
Administrative and Public Sector Legislation	February	3 hours written exam	Graded
Human Rights and Administration	February	3 hours written exam	Graded
Interdisciplinary (Covers all subjects, but Administrative and Public Sector Legislation and Human Rights and Administration)	February	Course assignment(s) per course (form: up to teacher) – grades in the latest in the week 14 Written project (weight: 1/2) and oral exam (weight: 1/2)	Graded

Students, who are opting for graduating with AP degree, spend their 4th Semester of studies with doing an internship and writing an AP thesis project.

Semester 4 (for students terminating with the AP degree)

Course	Scope of work	Time of exam	Form	Grading
Internship	During the semester	End of the 12 th week	Internship report	Pass/Fail
AP thesis project	During the semester	End of the 16 th week	AP thesis	Graded

Students who are opting for graduating with Bachelor degree proceed in their studies and thereby have exams as follows:

Semester 4 (for students continuing into the top-up Bachelor degree)

Course	Time of exam	Form	Grading
Intercultural Communication and PR	May	Course assignment(s) per course (form: up to lecturer) – grades in the latest in the week 14 Final Project = Written project (weight: 1/2) and oral exam (weight: 1/2)	Graded
Individual socialisation and learning			
Philosophy of science & Applied research methodology			
Public Finance Management	May	3 hours written exam	Graded
Interdisciplinary course	May / June	Course assignment(s) per course (form: up to lecturer) – grades in the latest in the week 14 Final Project = Written project (weight: 1/2) and oral exam (weight: 1/2)	Graded

Semester 5

Course	Time of exam	Form	Grading
Profession, organization and citizens Needs assessment and project cycle management Legal systems	February	Course assignment(s) per course (form: up to lecturer) – grades in the latest in the week 14 Written project (weight: 1/2) and oral exam (weight: 1/2)	Graded

Semester 6

Course	Time of exam	Form	Grading
Internship	During the semester	Internship report (consists of the report, "small project", evaluation form)	Pass/Fail

Semester 7

Course	Time of exam	Form	Grading
Bachelor thesis project	During the semester	Bachelor thesis	Graded

6.2 Grading scale

The IBCM applies a 7-point grading scale. The best possible grade is 12, the worst possible grade is -3. The IBCM grading scale is as follows:

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

6.3. Semester Project: Project Retrospective Report

The Project Retrospective Report is an individual written work submitted at the end of the semester project together with the group written work and before the oral defense. This is mandatory for all semesters except the 1st semester. Normally the report is with minimum of 750 words double spaces, depending on the semester and the complexity of the project.

6.4. Semester Project evaluation

Project will be evaluated based on written part as well as oral presentation. The written part will be graded as group written work with 30 % and Individual written work (Project Retrospective Report) with 20%. The total weights on written part are allocated to equal 50% of grade while the group oral presentation will be allocated to equal 50% of such grade for each student.

Semester project	Grade Weighting
Group written work (30%)	50%
Individual written work (Project Retrospective Report) (20%)	
Oral Defense	50%

6.5. Double grading

In order to award the double degree, a random and blind selection of Semester projects, internship reports, Academy Profession thesis projects and Bachelors will be double graded by an IBCM lecturer and key lecturer from the Lillebaelt Academy of Professional Higher Education, the University College Lillebaelt or the European education network SPACE. Semester projects, internship reports, Academy Profession projects and Bachelor thesis projects of semesters, which are offered by the IBCM for the first time have been double graded by 100%. When the semester is conducted for the second time,

the double grading is reduced to 25%. Starting with the third time that the semester is being conducted at the IBCM, only a selection of 10% of semester projects, internship reports, AP thesis projects and Bachelors are double graded. This is considered the minimum quality maintenance level for the double degree.

6.6. Fraud in examinations and plagiarism

Attempt to influence examination results by using non-permitted aids or by fraud will lead to a failing of the respective examination. Permitted aids are specified at the exam paper of every individual exam. Fraud is indicated with the assessment fail in pass/fail exams.

Cases of fraud in examinations and plagiarism are generally referred to the academic council. A warning, issued by the academic council is documented in the relevant student file.

6.7. Appeal to examination result

A student can appeal his/her examination result based on the Study Regulations, which are reviewed and published annually by the Academic Council and published on the IBCM website.

7.0 The 1st semester of studies

7.1. Summary

The 1st semester is a common semester for the three study programmes: Marketing and Management, Public Administration and Environmental and Agricultural Management. The overall theme for the semester is “*The Organisation’s Strategic Situation*” seen from the following disciplinary perspectives:

- Principles of Economics (6 ECTS);
- Communication, Organization and Management (8 ECTS);
- The European Union and the Modern State (6 ECTS);
- Principles of Marketing (4 ECTS);
- Mathematics and Introductory Statistics (4 ECTS);
- Introduction of Environmental and Agricultural Management (2 ECTS).

The learning outcome of the semester is documented through:

- i. Course written exams at the end of the semester covering the following subject areas:
 - Principles of Marketing;
 - Mathematics and Introductory Statistics;
 - Principles of Accounting;
 - Microeconomics;
 - Effective Communication;
 - Organizational and Management Studies;
 - Introduction to Environmental and Agricultural Management;
 - Introduction to EU Studies;
 - Public Sector in the Modern State.
- ii. A multidisciplinary test (Project week) covering all subject areas;
- iii. Course, interdisciplinary written or oral assignments during the semester: the Course assignments may be written or / and oral. Usually the teachers who set the assignment define whether the assignment is both written and oral. The teachers also decide the weight of the different parts. Most projects are both written and oral and have an overall balance between the two parts. I.e. you cannot pass unless both parts of the project are satisfactory.

One lesson has a duration of 90 minutes. All courses described below must include casework based on examples from the Public Sector, the Business sector and the Agriculture/Environment sector thus giving the students the ability to use their knowledge, skills and competencies from all subject areas in different scenarios. This is also to emphasize that this is a common first semester for three spurs.

7.2 Syllabi

International Business College Mitrovica			
Module: Principles of Economics			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	6	180 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Course: Microeconomics</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Pricing on the product and factor market, including producer and consumer surplus; - The significance of price and income elasticity; - Different market structures and their influence on efficiency; - Externalities and different market interventions; - The classic international trade theory. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Analysing the cost concepts (supply), marginal utility and demand; - Analysing the price mechanism in different market structures; - Analysing the effects of intervention in pricing; - Applying consumer and producer surplus to analyze the efficiency in society. <p>The students shall acquire competencies in:</p> <ul style="list-style-type: none"> - Placing any line of business in a market structure as well as assess the consequences in this connection; - Including price and income elasticity in a socio-economic analysis. 			
<p>Course: Principles of Accounting</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Basic accounting principles and legislation; - Basic accounting's main components: Result, capital, equity and accruals concept; - Basic principles of double entry bookkeeping; - The companies' supplementary reporting including balanced scorecards and green accounts; - Public account structure. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Analysing and assessing company/organization accounts in relation to profitability, cash generating ability, capital adjustment, financial position, liquidity and cash flow as well as stock related key figures; - Applying the basic principles of double bookkeeping. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Assessing which factors influence the company's/organization's costs and revenue; - Indicating where there may a basis for cost reduction in the value chain. 			

International Business College Mitrovica			
Module: The European Union and the Modern State			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	6	180 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Course: Introduction to European Studies</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - the basic concepts of law, state and international organizations; - the European Union’s (EU) history; - the institutions including their tasks and interdependences; - the economic environment as well as the economic policies of the EU system; - The Foreign Policy of the EU. <p>The students shall have skills in:</p> <ul style="list-style-type: none"> - Describing and presenting central elements of the EU institutions; - Analyzing the interaction between the decision –making process and policy formulation within EU institutions. <p>The students shall acquire competences in:</p> <ul style="list-style-type: none"> - Understanding and discussing critically future developments, including political and economic challenges amongst the different member states and process of EU enlargement; - Searching and identifying the EU legislation. 			
<p>Course: Public Sector in the Modern State</p> <p>An introduction to central concepts and problem areas in society and the public sector. The module includes a mix of different aspects of high relevance for the public sector.</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - The societal and institutional background of the welfare state; - Different welfare regimes; - The structure of the public sector and the distribution of roles between state and municipalities; - Legal framework for democratic decision-making processes in the public sector; - the significance of globalization for development, including a sustainable environmental development of and diversity in the European societies; - Various methods in social science. <p>The students should have skills in:</p> <ul style="list-style-type: none"> - Describing and presenting a societal problem to other students with methods of social science; - Describing central elements of public services in public or private organizations; - Distinguishing between the political and administrative level within the public administration. <p>The students should develop competences in:</p> <ul style="list-style-type: none"> - Identifying essential elements of the work and role of public servants; - Planning and collecting primary data in a fieldwork. 			

International Business College Mitrovica			
Course: Organisational and Management Studies			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	5	150 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			

Organisational Studies

The students shall have knowledge of:

- How human resources and competencies are thought of in organisations/businesses related to personal development;
- Identity and competence development.

The students shall have skills in:

- Finding and assessing the value of important players' experiences within organisational structures, management, motivation and company culture;
- Applying methods for the development of the personality;
- Describing how human resources can be utilized within an organisation.

The students shall acquire competencies in:

- Establishing relevant opportunities for action and solutions for new organisational, motivational and management structures in the company;
- Contributing actively in considerations of management and job development.

Management Studies

The students shall have knowledge of:

- The elements in the supply chain and their interrelationship;
- Strategic possibilities, creating value and core competencies within supply chain management;
- Concepts, theories and models concerning organisation structure, management processes, cooperation, management, the individual and motivation;
- Examples of best practice within public administration, business life and the agriculture and environmental area;
- Central concepts and theories related to the organisation.

The students shall have skills in:

- Analysing the supply chains as well as identifying their core strengths and weaknesses;
- Analysing the organisation's logistic structure and sub-elements, the creation of value through the supply chain and identification of core competencies;
- Analysing an organisation's set-up, structure, management levels, management structures, processes and culture and the significance in this connection on the company's strategy.

The students shall acquire competencies in:

- Assessing practical logistic problems and make relevant solution proposals to promote logistic efficiency and agility;
- Analysing and assessing the significance of the organisation's structure, processes and staff policy on the company's aims, strategy and positioning.

International Business College Mitrovica			
Course: Effective Communication			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	3	90 Hours
Requirements for Participation	Form of Examination		
None	Group presentations, assignments, quizzes		

Learning Outcomes
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Communication models and theories; - Internal and external communication problems; - Communication models and strategies, including verbal and non-verbal means; - Different organisational relevant written communication products and structures; - Strategies for meetings; - The principle rules within problem-oriented project work; - Different oral and written forms of communication; - The significance of communication, both internally in organisations and externally in relation to citizens and customers.
<p>The students shall have skills in:</p> <ul style="list-style-type: none"> - Applying the English language in a subject specific context, both in writing and orally; - Applying relevant IT tools for communication, including working creatively with personal communication; - Developing messages targeted at the target group, including aesthetic expressions; - Studying academic material; - Applying relevant communication competencies on the basis of description, analysis and evaluation of the concrete need for communication; - Communicating the principles for both oral and written effective communication; - Actively being part of knowledge sharing through relevant communication channels.
<p>The student shall acquire competencies in:</p> <ul style="list-style-type: none"> - Participating in professional and interdisciplinary cooperation in English; - Introducing messages in an effective and independent manner in English; - Acquiring and applying communicative skills and new knowledge as regards to public administration, business life and the Agriculture and Environmental area; - Effective and professional oral and written communication; - Making suggestions for improvements of the internal and external communication of an organisation on the basis of self-developed communication analysis.

International Business College Mitrovica			
Course: Principles of Marketing			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	4	120 Hours
Requirements for	Form of Examination		

Participation	
None	Course Assignments (40%) End of Semester Exam (60%)
Learning Outcomes	
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Marketing ideas and concepts; - Relevant theories and models of the company's internal and external situation. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Applying the company's strategic platform, including mission, aim and strategies; - Assessing the company's product/market portfolios, competencies and resources; - Identifying the company's stakeholders and assessing the company's customer relations and the purchasing behavior of the customers; - Identifying and analysing the company's or institution's micro and macro surrounding world and the interaction between the private and public sector; - Communicating the company's strengths and weaknesses and opportunities and threats and possibilities to partners and users. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Participate in interdisciplinary cooperation with a view to analyse and assess the strategic situation of a specific company contribute to an assessment of the basis of the company in order to start international activities. 	

International Business College Mitrovica			
Course: Mathematics and Introductory Statistics			
Semester	Duration	Credit Points	Student Workload

1 st Semester	1 Semester	4	120 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Statistical models and concepts; - Basic theory behind hypothesis tests; <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Processing a specific market analysis by the application of statistical tools; - Applying statistical methods to describe and present problem issues in society; - Applying statistical tools to search systematically for secondary statistics data; - Applying IT tools in connection with the study (IMS); - Making hypothesis tests and confidence intervals; - Making tests for goodness of fit; - Making/testing contingency tables. <p>The students shall have competencies in:</p> <ul style="list-style-type: none"> - Independently assessing a statistically treated market analysis; - Creating relevant and informative tables and charts on the basis of collected information (e.g. statistics of absence or numbers for wage development); - Seeking, finding and applying relevant secondary data related to the description of society / descriptive economics. 			

Course: Introduction to Environmental and Agricultural Management			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	2	60 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - use the terminology of EAM; - understand environmental and agricultural issues in general; - Improving awareness about environmental issues and remedial measures with a social aspect; - the importance and the role of agribusiness economy and its importance to international trade. <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - developing the linkages between human activities and living and nonliving g systems; - analyzing the role of agriculture in economy and environment. <p>Students shall have competencies to:</p> <ul style="list-style-type: none"> - independently and in collaboration with other handle practical dissemination tasks within the EAM field; - execute EAM tasks on human values and environmental needs; - propose the different kinds of agribusiness opportunities. 			

8.3. 1st semester project example

- This assignment should be fulfilled by the entire project group;
- The result of this assignment will be a 15 page written paper and a presentation;
- Students can consult lecturers for questions at set times: please see the timetable for availability hours of the lecturers;
- NB: It is prohibited to contact the company for consultation.

Part 1: The written report

Taking your point of departure in publicly accessible material, please prepare a strategic analysis / situation analysis of the company G4S (<http://www.g4s.com>).

The analysis should be based on the company's current situation in relation to your subjects Effective Communication, Organisational and Management Studies, and Introductory Statistics. Emphasis should be placed on the *internal* situation of the company.

The written assignment should at least cover the following:

- *Effective Communication*
An executive summary of approximately 1 page. The assignment also takes into account an assessment of each student's **personal development** in connection with writing the report. Each group member must write a memo addressed to the Effective Communication lecturer on their development during the process of completing the assignment – approximately a half A4. The memos should be placed together as an appendix to the project.
 - *Organisational and Management Studies*
An overall assessment of the company that includes organisational structure, motivation, management, communication etc.
 - *Introductory Statistics*
Turnover figures for G4S for the year 2004/08 appears in enclosure 1.
- 1) Calculate and show the statistics for the following:
 - (a) The mean
 - (b) The variance and the standard deviation
 - (c) The median
 - (d) The inter quartile range
 - (e) Any other statistics that you know and deem relevant

Please comment on your findings.

In enclosure 1 you have the financial key figures for G4S for the years 2008 back to 2004.

2) Please make a graphic presentation of the following that fulfils the formal requirements for scientific presentation:

- Net turnover;
- Result for the operating profit;
- Equity (ultimo);
- Total balance (ultimo).

Please comment briefly on the graphs / figures.

NB: Data for the Statistics questions are accessible as Excel files.

Formal requirements for the report:

The following subjects should be represented in the report:

Effective Communication	approx. 6 pp.
Introductory Statistics	approx. 4 pp.
Organisational and Management Studies	approx. 4 pp.

Depending on the group's focus area, the amount of pages can differ.

A **log** should be recorded on a daily basis that documents the group work process. This log should appear as an appendix. The log template can be found on Blackboard

In the appendix there must also be a social contract containing the rules for the group's work including conflict handling. The social contract template can be found on Blackboard.

The number and length of appendices should be proportionate to the length of the paper.

Part 2: Presentation of the report

The paper must be presented to the class in the form of a PowerPoint presentation.

The presentation must *not exceed 15 minutes*, following which the group will get 15 minutes (max.) feedback on the assignment as a whole.

Marks will not be awarded – the assignment will be assessed as pass or fail. All parts of the project must be approved before the project can pass.

8.0 The 2nd semester of studies

Poverty Reduction and Development			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	4	120 time hours
Requirements for participation	Form of examination		
Successful completion of the 1 st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - The societal background to the Welfare State, the public sector and services. - Key concepts of social science with focus on the social exclusion/inclusion, vulnerable groups, and poverty - Methods in social sciences; - Conditions for democracy and the democratic decision-making processes <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Describing the conditions and problems in society using relevant concepts and points of reference - Using social research tools to describe and present societal problems - Searching systematically for secondary data – e.g. statistical data <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Seek, find and apply relevant secondary data to elucidate new topics and problems related to the description of society - Draw up relevant and informative tables and diagrams and present the information as a coherent whole - Keep abreast of significant developments in their field - Acquire beginning competencies to work as a civil servant 			
Content of teaching			
<p>Social science has the following key elements:</p> <ul style="list-style-type: none"> - Description of society - Interest, or powerful groups or groups of interest - Media and power - The roles of civil servants and politicians - Human rights and duties 			

Human Development			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	3	90 time hours
Requirements for participation	Form of examination		
Successful completion of the 1 st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The development and formation of the individual, from childhood to adult - Psychological, developmental and cultural problems in terms of how they affect individuals - Their personal development in terms of identity, skills and competencies <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Theoretical analyses from psychology and developmental theory - Using relevant theories concerning the individual - Using appropriate methods to identify an individual's resources, skills and competencies <p>The student shall acquire the ability to:</p> <ul style="list-style-type: none"> - Communicate effectively and professionally with regard to the psychological and social development of individuals and various cultural and individual backgrounds 			
Content of teaching			
<p>Individual socialization and learning has the following key-elements:</p> <ul style="list-style-type: none"> - Human development - The concept of identity – including identity formation - Identity as understood in psychology, sociology and culture theory - Preserving, changing and developing identity - Social inheritance / socialization and integration 			

State Organization			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	5	150 time hours
Requirements for participation	Form of examination		
Successful completion of the 1 st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The organizational and juridical frameworks for the decision-making processes of state authorities - Basic human rights and freedoms <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Analyzing the interaction between the highest organs of the state (the parliament, the government and the courts) <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Act within the legally determined boundaries of the respective areas of competence of the State and the municipalities - Contribute basic legal knowledge to interdisciplinary cooperation - Identify their own needs in terms of updating knowledge; and - Judge in what situations other legal advisers should be called in 			
Content of teaching			
<p>Organizational and Legal Framework has the following key-elements:</p> <ul style="list-style-type: none"> - An overview of the structure of the public sector - The construction and function of parliament - The construction and function of government - The construction and function of the judiciary - The ombudsperson - Mutual checks and balances, control with the parliament and control with the government - Regions and Municipalities - Rights of freedom and human rights <p>Relevant laws:</p> <ul style="list-style-type: none"> - Constitutional laws - Law on the state administration - Law on ombudsperson - The European convention of human rights - Laws on minority rights and equal rights e.g. Salamanca statement 			

Policy Development			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	3	90 time hours
Requirements for participation	Form of examination		
Successful completion of the 1 st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The societal and institutional backgrounds of the different organizational concepts in relation to the Welfare State, the public sector and services - The applied concepts on the conditions for democracy and the democratic decision-making processes - Concepts related to the structure of organizations and public institutions <p>The student will be able to:</p> <ul style="list-style-type: none"> - Distinguishing between the political and administrative levels of an administrative unit. - Understand how policy decisions influence development of the society <p>The student will also gain:</p> <ul style="list-style-type: none"> - the competence to apply basic models of policy making in PA - The ability to keep abreast of significant developments in their field - The knowledge to begin work as a civil servant 			
Content of teaching			
<p>Organization and Public sector has the following key-elements:</p> <ul style="list-style-type: none"> - The structure and dynamics of organizations - The culture of organizations - Democracy and the political framework - The roles of civil servants and politicians - Human rights and duties 			

Principles of Innovation			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	3	90 time hours
Requirements for participation	Form of examination		
Successful completion of the 1 st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Innovation principles and basic terminology, typology of innovations, fundamental design concepts and issues - Innovation process - Service innovation, service design thinking - Organizational aspects of innovation - Systemic and analytical methods and techniques of innovation management <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Using process problem solving methodology: observation, definition, representation, ideation, evaluation and decision making while broadening their understanding of design innovation within the context of change - Explaining innovation context from strategic point of view - Applying some soft methods of innovation management <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Explain specific innovation methods and techniques - Identify sources of innovations - Participate as a team member in innovation initiatives and processes - Describe principles of innovation implementation and management of innovation process in companies - Characterize the specifics of service innovation, process innovations and new product development - Plan a simple innovation project 			
Content of teaching			
<ul style="list-style-type: none"> - Principles of innovation - The innovation process - Innovation processes - Innovative organizations - Innovative society 			

Macroeconomics			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	4	120 time hours
Requirements for participation	Form of examination		
Successful completion of the 1 st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The labor market including the demand and supply of labor, - The circular flow of income and the socio-economic relations, - Various types of financial policy, - Different causes for unemployment and inflation, - Interest and exchange rate formation, - The monetary cooperation within the EU. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Analyzing wage formation on the labor market, - Applying the income formation models for analysis of the socio-economic contexts and cyclical fluctuations, - Analyzing and assessing the connection between unemployment and inflation, - Analyzing and assessing the reason for interest rate and exchange rate, - Analyzing the effects from various politico-economical interventions. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Draw on the conditions and contexts of financial politics in their professional work - Form a clear picture of economic contexts and assess relevant possible solutions - Identify and describe the need for financial political interventions and to participate in inter professional cooperation concerning the consequences of such interventions 			
Content of teaching			
<p>Macroeconomics has the following key-elements:</p> <ul style="list-style-type: none"> - The money flow, the generation of income and the national account - The job market, employment and productivity 			

- Financial growth and sustainability
- Macro-economic stabilization and distribution policies
- Price formation, types of markets, utility and welfare theories
- Allocation policy
- Optimization and prioritization in economics
- Local authority finances, including the basic principles for local authority equalization

Principles of Research Methodology			
Semester	Duration	Credit points	Student workload
2 nd semester	1 semester	5	150 time hours
Requirements for participation	Form of examination		
Successful completion of the 1st semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Social research methods and objectives of research process. • How the choice of research strategy, reflects the research question addressed and constrains the possible outcomes of social research. • Strategies for social research and research methods. • Problem formulation and hypotheses testing. • Data Collection and data analysis. • Basic research methods including research design, data collection and analysis and interpretation. • SPSS (Statistical Package for Social Science) Application <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Developing defining problem formulation and testable hypotheses. • Designing and conducting quantitative or qualitative research studies in field settings. • Collecting, storing and using of data by utilizing basic tools of SPSS application. • Undertaking appropriate data analysis in the testing of research questions. • Developing research arguments while working with a range of commonly used social research. • Independently formulating a research proposal that is attentive to the feasibility of 'real-life' research settings • Articulating a thorough understanding of one research method through the systematic planning of a research project • Using research data to formulate or evaluate new research questions <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Discuss a range of research methods and situate a research project in terms of existing methodological approaches. • Formulate the research problem formulate and researchable questions • Define a research strategy and design a research project to answer a research questions • Discuss the practice and principles of qualitative and quantitative social research • Use skills and knowledge acquired in the course to evaluate the quality of published research by sociologists and other social scientists • Develop and Independently implement small scale research project • Present the results of investigation 			

Content of teaching
<p>The content of this unit is designed to support the research project process and may diverge according to the research project topic. The following topics are covered:</p> <ul style="list-style-type: none"> • Research proposal development • Problem formulation and hypotheses • Social research design • Research methodology • Data Collection • SPSS • Data Interpretation

Course: Financial Statement Analysis			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	3	90 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Companies'/organizations' market and cost components; • The company's/organizations' costs including fixed and variable costs as well as the cost driver concept; • The company's/organization's marketing mixes as basis of income; • Companies'/organizations' financial information systems and on this basis interpret information. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Assessing different types of cost and their characteristics; • Analysing the contribution margin with a view to break-even analyses and financial management; • Communicating financial information and stating reasons for development, including sustainable tendencies to stakeholders. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Assessing which factors influence the company's/organization's costs and revenue; • Analyzing the economic development, including sustainable environmental development of a company/organization in a structured manner with a view to finding opportunities for action. 			

9.0 The 3rd semester of studies

Applied Innovation			
Semester	Duration	Credit points	Student workload
3 rd semester	1 semester	6	180 time hours
Requirements for participation	Form of examination		
Successful completion of the 2 nd semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Recognizing and analyzing criteria and specifications appropriate to issues in leadership, management and transformational change within public services and plan strategies for their implementation. - Transformational change in government systems meet the criteria defined for current deployment and future evolution. - Organizational, political, technological, cultural, business, administrative, legal, moral and ethical challenges involved in the implementation of e-enabled initiatives. - Advocacy and communication of effectively ideas, proposals and designs to a range of audiences, using rational and reasoned arguments either orally, written or presented electronically. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Applying fundamental principles of innovation, theories, practices and frameworks underlying the reform and modernization of government services, concerning the needs among citizens and public administration. 			

- Identifying and analyzing problem areas and opportunities for innovation from the point of view of the individual, institutions and society
- Gathering, evaluate, and apply appropriate and necessary information and research findings to solve the problem (pre-design investigation), while synthesizing information and generate multiple concepts and/or multiple design responses to programme requirements.
- Identifying and defining relevant aspects of a design problem (goals, objectives, performance criteria).
- Assessing the need for ICT solutions and be able to develop digital strategies.
- Evaluating the effectiveness of ICT-enabled government systems with respect to strategic quality criteria within a citizen centered, public service delivery environment.

The student shall acquire the ability to:

- Demonstrate the knowledge and understanding of innovation and change management required for improved public service delivery. Exercise appropriate judgment in complex planning, design of management functions to enhance strategic management interventions.
- Use advanced skills to conduct research and professional activity.
- Employ effectively practices and tools for the specification, design, implementation and critical evaluation of ICT-enabled systems and channels.
- Analyze the extent to which transformed government systems meet the criteria defined for current deployment and future evolution.
- Communicate effectively ideas, proposals and designs to a range of audiences, using rational and reasoned arguments either orally, written or presented electronically.
- Optimize the use of resources within a multi-faceted, interconnected administration.
- Evaluate the effectiveness of ICT-enabled government systems with respect to strategic quality criteria within a citizen centered, public service delivery environment.
- Demonstrate concepts and methods pertaining to the field of transformational change in the public service.

Content of teaching

- Change management
- Innovation processes and customer-stakeholders oriented service delivery
- Innovative organizations
- Stakeholders' perspective
- Digitalization and digital administration
- Digitalization strategies – goals and means
- Citizen self-service using electronic media
- Digital opportunities for involving citizens

Administrative and Public Sector Legislation

Semester	Duration	Credit points	Student workload
3 rd semester	1 semester	8	240 time hours
Requirements for participation	Form of examination		
Successful completion of the 2 nd semester	Written exam		

Learning outcomes

Students shall have knowledge of:

- Administrative legal sources and their interrelationships and relevant principles of interpretation
- How to search legal source
- The main rules of administrative law and principles
- The consequences of breaking administrative procedure rules
- The juridical framework for the organization and management of municipalities
- The rules governing the authorized powers of municipalities, i.e., the principles governing the ability of municipalities to carry out tasks not regulated by law

- The rights and obligations deriving from employment relationship
- Students shall have skills in:
- Analyzing and evaluating formal requirement in regard for a decision
 - Analyzing material requirements for the content of a decision
 - Analyzing the effects and consequences of breach of administrative law
 - Using legal methods to solve legal problems
 - Analyzing the juridical framework for the management of a local government by the council
 - Analyzing the rules governing the limits of the authorized powers of municipalities
 - Describing the consequences of flouting the provisions of Administrative Law
 - Applying juridical methods to the solution of juridical problems

Students shall acquire competencies to:

- Act within the legal framework for government and local authorities
- Process independent administrative legal casework
- Help with basic legal knowledge in interdisciplinary collaboration
- Identify needs for updating knowledge on administrative procedure
- Identify when other legal advisors should be involved
- Act within the legally determined boundaries of the respective areas of competence of the State and local self government
- Tackle case management in an independent manner, and correctly in terms of Administrative Law
- Contribute basic legal knowledge to interdisciplinary cooperation
- Identify their own needs in terms of updating knowledge
- Judge in what situations other legal advisers should be called in

Content of teaching

Administrative and Public Sector Legislation has the following key-elements:

- Public administration act and access to public records and data protection acts
- Source criticism in legal studies
- Information searching in legal studies
- Principles of interpretation
- Authorized powers of municipalities
- Act concerning the government of municipalities
- The commercial activities of municipalities, and rights and obligations on labour market

Public Budgeting

Semester	Duration	Credit points	Student workload
3 rd semester	1 semester	4	120 time hours
Requirements for participation	Form of examination		
Successful completion of the 2 nd semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The logical construction and areas of application of public budgeting and control systems - The significance of the budget in public institutions - Basic budgetary control 			

<p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Understanding public budgeting - Seeing the differences and similarities between various budget formats - Describing the budgeting cycle - Understanding types of revenue in public budgeting - Contributing in practice to work processes connected with the drawing up a budget - Assessing the economic consequence of different parameter activities - Describing the initialization, running and closure of systems and the associated work processes - Using a system in practice <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Participate in the adoption and implementation of public budgets
Content of teaching
<p>Budget and budget management (budget control) has the following key-elements:</p> <ul style="list-style-type: none"> - Budgeting and control systems - Creating systems - Initialization - Running - Closing

Quality Management and Project Evaluation			
Semester	Duration	Credit points	Student workload
3 rd semester	1 semester	8	240 time hours
Requirements for participation	Form of examination		
Successful completion of the 2 nd semester	Written interdisciplinary project (50%) and oral exam (50%)		
Learning outcomes			

Students shall have knowledge of:

- Quality and quality assurance as concepts
- Quality and quality assurance in public service provision
- The process from the setting of goals to evaluation
- The significance of network theories for the implementation of visions and goals
- The theories concerning the professions and cooperation between different professions

Evaluation as the concept and stage in the programme/project cycle management students shall have skills in:

- Applying theories, concepts and methods concerning the interaction between citizens and public administration
- Assessing and analyzing the need to use different models of quality assurance and evaluation
- Assessing the influence of different segments of the population on the choice of goals and methods of evaluation
- Analyzing and evaluate effect measurements
- Applying methods for the implementation of visions and goals

Students shall have competencies to:

- Optimize the use of resources within a multi-faceted interconnected administration
- Act in the cross field of interactions between politicians, citizens and public administration and Assess the importance of this interaction for the quality of work done in the public sector
- Work analytically and have an overall grasp of complex situations
- Identify focus and problems in actual quality assurance and effect measurements
- Work analytically and have an overall grasp of complex situations
- Identify focus and problem areas in actual quality assurance and effect measurements

Content of teaching

Quality Assurance and Evaluation has the following key-elements:

- Quality assurance models
- Concepts and goals in quality assurance
- Quality assurance systems
- Quality assurance models in organizations
- Organizing approaches to quality improvement
- Quality development
- Quality assurance the political framework and the political system
- Forms of evaluation
- Different evaluation models
- Feedback from and the involvement of users
- The documentation of results
- Putting results into practice
- The context for evaluation and quality assurance
- The structure of public administration and The political framework
- The formulation of political goals
- The professions

Human Rights and Administration

Semester	Duration	Credit points	Student workload
3 rd semester	1 semester	4	120 time hours
Requirements for participation	Form of examination		

None	W Course Assignment (40%) End of Semester Exam (60%)
Learning outcomes	
<p>Human Rights and Administration</p> <ul style="list-style-type: none"> - This course aims to examine critically the relations between human rights as ethical and legal norms and public administrations in modern states as established political entities. After an introductory part exhibiting the origins and evolution of the idea of human rights and discussing alternative approaches, it will be focusing on the central problematic: the widespread phenomenon of the non-compliance of modern states to human rights norms. Then the most critical fundamental freedoms will be discussed and explained. Through the semester the following questions will be explored: what may be the reasons for what is called “the official disrespect for human rights”? Are there good reasons for the states under certain specific circumstances to suspend their declared compliance with human rights norms? While trying to answer these questions we will examine critically the situations which hamper the respect of human rights i.e. transition, emergency situations etc. <p>Human Rights and Administration</p> <p>An introduction to central concepts and problem areas related to human rights and the public sector. The module includes a mix of different aspects of high relevance for the public sector.</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - The philosophical, legal, and political concept of human rights; - Different approaches to human rights and public administration; - The structure of the public sector, mechanism for the implementation of human rights; - International, regional, and local legal framework providing for human rights protection; - Certain fundamental rights and freedoms affecting the work of public administration <p>The students should have skills in:</p> <ul style="list-style-type: none"> - Identifying and presenting a human rights related problem through legal analyses and public authorities responsibility; - Describing key institution and mechanism for protecting human rights; - Distinguishing between the political and administrative level, and the responsibility to protect human rights. <p>The students should develop competences in:</p> <ul style="list-style-type: none"> - Identifying essential elements of the exercise of public authority and respect for human rights of the citizens <p>Analyzing and providing solutions/legal advice to the human rights violations</p>	

10. The 4th semester of studies

International Business College Mitrovica			
Internship			
Semester	Duration	Credit points	Student workload

4 th semester	1 semester	15	450 time hours
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	Internship report		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The professional area's applied theory and method as well as of practice - Concepts and methods as well as reflection on the application of concepts and methods within the chosen problem <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Applying a comprehensive set of technical, creative and analytical skills attached to employment within the industry - Assessing practice-based problems and state possible solutions - Communication of practice-based problems and proposals for solutions <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Acquire skills and new knowledge as regards the profession in a structured context 			

International Business College Mitrovica			
AP thesis project			
Semester	Duration	Credit points	Student workload
4 th semester	1 semester	15	450 time hours
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	<ul style="list-style-type: none"> - AP thesis (2/3) - Oral AP thesis defense (1/3) 		
Learning outcomes			
<p>The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originates from the overall learning objectives of the Public Administration study programme. As a main rule, the project takes its starting point in concrete problems in a company. Apart from the learning objectives of the programme, the learning objectives for the examination project are:</p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> - the most used theories and methods within the profession <p>The student must be able to:</p> <ul style="list-style-type: none"> - apply and combine skills connected to the core subjects of the programme - apply methods and tools to gather and analyze information in relation to a practice-based problems <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - be part of development-oriented and/ or interdisciplinary work processes - assess theoretical and practice-based problems - draw up and present solutions and justify the chosen actions and solutions 			

International Business College Mitrovica	
Intercultural Communication and PR	

Semester	Duration	Credit points	Student workload
4 th semester	1 semester	6 credits	180
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	Written interdisciplinary project (Intercultural Communication and PR, Individual Socialization and Learning, Philosophy of Science and Research Methodology) Interdisciplinary project (written part (50%) and oral part (50%), all subjects but Public Finance Management)		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - Different forms of oral and written communication - The central importance of communication both internally in the organization and externally in its contacts with citizens, etc. - The importance of communication in case work and the exchange of information - Intercultural concepts in communication within the organization and with citizens <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - Using relevant communication skills based on the analysis, description and assessment of communication needs in the actual case - Passing on the principles of governing effective written and oral communication - Managing the cultural diversity communicating the public service provision <p>Students shall acquire competencies to:</p> <ul style="list-style-type: none"> - Communicate effectively and professionally - Prepare analyses of communication and offering suggestions to improvements and changes - Apply inter-culturally sensitive the best practice communication models in the local setting 			
Content of teaching			
<p>Communication has the following key-elements:</p> <ul style="list-style-type: none"> - The general framework of communication - Oral and written communication - Communication in public sector - Strategic communication (Public relations) - Media and choice of media - Printed and digital communication - Presentation techniques - Negotiation techniques - Difficult conversation - Intercultural studies 			

Individual Socialisation and Learning			
Semester	Duration	Credit points	Student workload
4 th semester	1 semester	6	180
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	Interdisciplinary project (written part (50%) and oral part (50%))		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - Psychological, developmental and cultural problems as these affect individuals - Various problem areas concerning communication, with reference to specific target groups and individuals - Their own learning styles and level of knowledge - Their own development in terms of identity, skills and competencies <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - Using relevant methods of communication, adapting their communicative approach to the situation or target group – regardless of age, level of development and social or cultural background - Applying theoretical analyses from psychology, developmental theory and cultural theory to identify and assess their own communicative practice - Reflecting on the development of their own learning, skills and competencies, and those of others <p>Students shall acquire competencies to:</p> <ul style="list-style-type: none"> - Analyze and assess communicative problems related to the aims of organizations and specific target groups (citizens) - Communicate effectively and professionally with regard to the psychological and social development of individuals and various cultural and individual backgrounds 			
Content of teaching			
<p>Individual, Socialisation and Learning has the following key-elements:</p> <ul style="list-style-type: none"> - Theories about the individual, upbringing and education - Power - Ethnicity and culture - Impairment, disability and handicaps - Social inheritance / socialization - The concept of skills and competencies - Learning theory and methods 			

International Business College Mitrovica			
Philosophy of Science & Applied Research Methodology			
Semester	Duration	Credit points	Student workload
4 th semester	1 semester	6	180
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	Interdisciplinary project (written part (50%) and oral part (50%))		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • The methodology of the social science and major approaches to the theory of knowledge • Applied social research and understanding of social research at methodological, theoretical, and practical levels as applied to real settings. • The different phases of problem-oriented project work <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Planning, conducting, and reporting empirical social research. • Understanding of social research at methodological, theoretical, and practical levels as applied to real settings by utilizing SPSS. • Applying qualitative and quantitative research methodologies, as a preparation for application in their own research work covering a wide range of topics. • Applied research data processing and analysis by utilizing SPSS (Statistical Package for Social Science) • Write up research reports/theses • Collecting, analyzing and report qualitative and quantitative data • Exploring issues concerning comparative and cross-national research, policy analysis and evaluation • Working independently to design and complete social research projects • Documenting and presenting the results • <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Assess the significance of various philosophical approaches to the social science • Work scientifically • Plan and carry out the problem project work on social science topics • Develop the research and employability skills required • Carryout a range of research and data collection and processing methods <p>Research real issues and experience in the research industry</p>			
Content of teaching			
<ul style="list-style-type: none"> • Theory of knowledge, philosophy of science • Data collection methods in quantitative, qualitative, and/or mixed methods research • Development of research proposal • Data analysis in qualitative, quantitative, and/or mixed-methods research • Research reporting 			

International Business College Mitrovica			
Public Finance Management			
Semester	Duration	Credit points	Student workload
4 th semester	1 semester	6	180
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	Written exam		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - The main components of the general model of accounting: results, assets, net worth and the accruals concept - The legal requirements concerning accounts, etc. - Principles of accounting relating to such forms of organization as joint ventures and limited liability companies - The specific legal requirements concerning accounting in public administration - The categorization of costs according to the contribution margin model and the analytic advantages of this model - The normal classification of costs in terms of direct, indirect, unit and general costs, as well as other normal ways of dividing costs - Capitalization methods and their significance in terms of assessing the profitability of an investment <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - Drawing up a chart of accounts and do bookkeeping and accounting - Carrying out financing and investment analyses - Contributing to a finance control operation <p>Students shall acquire the competencies to:</p> <ul style="list-style-type: none"> - Analyzing and offer advice on different methods of bookkeeping - Assessing the usefulness of various methods in connection with financing and investment analyses 			
Content of teaching			
<p>Bookkeeping and Accounting has the following key-elements:</p> <ul style="list-style-type: none"> - The general model of accounting and cost accounting - Results - Assets - Net Worth - Accruals Concept - Types of costs - Codification - National laws, executive orders, circulars and court decisions - International guidelines for accounting 			

International Business College Mitrovica			
Interdisciplinary Course			
Semester	Duration	Credit points	Student workload
4 th semester	1 semester	6	180
Requirements for participation	Form of examination		
Successful completion of the 3 rd semester	Interdisciplinary project (written part (50%) and oral part (50%))		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - The central theories, concepts and methods concerning the interaction between public administration, companies and citizens - The public sector and the political arena - The increasing decentralization - Public management through goals and frameworks - User involvement in the public sector - Cooperation between the public sector and the private market <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - Applying theories, concepts and methods of the public services and public management - Focusing on goals and standards - Doing follow-up and control through documentation and evaluation; - Responsibility and tasks of the public sector that is cross-sector and cross-professional. - Using of market-related strategies - Working in a practice-oriented way <p>Students shall acquire competences to:</p> <ul style="list-style-type: none"> - Organize, disseminate and implement into practice the knowledge they have collected; - Use broad, inter-professional skills who can establish new types of cooperative relationships; - Identify focus and problem areas - Focus on goals and standards, and on follow-up and control through documentation and evaluation; - Work in decentralized units 			
Content of teaching			
"Brush-up" on organization, Innovation, Quality assurance, economics, European studies and social science.			

11. The 5th semester of studies

International Business College Mitrovica			
Legal Systems			
Semester	Duration	Credit points	Student workload
5 th semester	1 semester	10	300
Requirements for participation	Form of examination		
Successful completion of the 4 th semester	Interdisciplinary project (written part (50%) and oral part (50%))		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - Legislative in the welfare area social services, health - and education sectors, including educational and vocational guidance; , employment, including following up those who are off work sick, the provision of flexible and sheltered employment and efforts to promote integration in employment, and to have a knowledge of continuing education, - Knowledge to overview and understanding of the overall system in the allocation of welfare services in particular persons-allocation and measurement criteria of help - Control the administrative process and thus have the legal basis for changing processes and in this connection to ensure that this happens in compliance with all rules. <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - Understanding the role of authority in the public services area - Orienting themselves in the most significant legislation in the welfare area and adjacent areas - Applying the law in the welfare area, employment, social services, health - and education sectors, including educational and vocational guidance; - Using the methods to find solutions to various problems related to legislation. <p>Students shall acquire the competencies to:</p> <ul style="list-style-type: none"> - Use legal methods in a single area and thus show an overview of welfare area specific legal sources and their application. - Provide solutions to the tasks that relate to the support, control and development of the procedural legislation. For example, preparation of standard letters, description of case management processes and clarification of the legal problems associated with them. 			
Content of teaching			
Public sector Law/Legislation			

International Business College Mitrovica			
Needs Assessment and Project Cycle Management			
Semester	Duration	Credit points	Student workload
5 th semester	1 semester	10	300
Requirements for participation	Form of examination		
Successful completion of the 4 th semester	Interdisciplinary project (written part (50%) and oral part (50%))		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • The use of research-inspired principles, designs and data collection methods oriented towards stakeholders needs and finding solutions to key problems of the stakeholders • How project work can be practically applied to solve welfare and public service problems with the focus on project development and fundraising related to: The EU Accession, Enabling Business Environment and Public Administration Sector Reforms. • Project Cycle Management Methodology as a management tool, containing: <ul style="list-style-type: none"> ○ Log Frame matrix Approach; ○ Knowledge of the cycle of operations and the involved decision-making processes ○ Preparation of quality documents throughout the cycle of operations ○ Documents that drive the decision-making processes (takes place at the end of each phase of the cycle of operations). ○ Project monitoring & evaluation tools ○ The process of transforming a problematic situation into intervention logic • Project design tools used by the most important donor agencies. • Different implementation phases of a project • Project monitoring and evaluation and evaluation indicators; • Project evaluation criteria <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • To analyze the needs of various stakeholders • Selecting project concepts and analysis of its relevance and coherence; • Identifying the stakeholders involved in the project concept and selection of the target group • Using "Problem tree" Analysis, taking as a basis the core problem to be tackled and preparation of the objectives hierarchy • Designing and preparing the project's Log Frame Matrix. • Designing and preparing Activities Schedule • Project budgeting <p>The student shall acquire competencies to be able to:</p> <ul style="list-style-type: none"> • Develop, plan, implement, evaluate project and programme proposals • Actively work on project proposal and fundraising • Capable of analyzing all agents (stakeholders) involved in a certain project; • Understand 'aid to thinking' tools, particularly those oriented towards the characterization of problematic situations; • Prepare 'problem trees'; • Transform problematic situations into a hierarchy of objectives • Perform 'problem tree' analysis • Work with decision makers involved in (international) development projects, specifically in the design and formulation of development projects as well as project or programme managers, team leaders, programme coordinators or senior project staff member for a government, NGO, educational institute, consultancy or private company involved in the implementation of development projects. 			
Content of teaching			

- | | |
|---|---|
| <ul style="list-style-type: none"> • Stakeholders Needs assessment • Project Cycle Management • Problem analysis • Logical Framework – LOGFRAME • Fund raising | <ul style="list-style-type: none"> • Project planning and scheduling • Project implementation • Project control • Project Evaluation • Project Budgeting |
|---|---|

International Business College Mitrovica			
Profession, organization and citizens			
Semester	Duration	Credit points	Student workload
5 th semester	1 semester	10	300
Requirements for participation	Form of examination		
Successful completion of the 4 th semester	Interdisciplinary project (written part (50%) and oral part (50%))		
Learning outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - the organization, management and administration of the public services, that may have significance for professional practice and understanding of the welfare society ethical issues in cooperation with citizens; - understanding of theories, methods, tools and collaborative processes in organizational psychology perspective; - the societal and political frameworks for educational and vocational guidance; - the motivational factors and be able to reflect on their significance in terms of personnel management and staff recruitment; <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - reflecting on the practice, objectives, target groups and cooperative processes connected with welfare provision; - analyzing an organization with a view to selecting relevant strategies that can support the mission, vision and values of the workplace in question; - identifying and analyze conflicts and difficulties in cooperation, with a view to drawing up possible solutions and indicating a range of legal solutions; - understanding and reflecting on the connection between staff administration and the work environment; and <p>Students shall acquire the competencies to:</p> <ul style="list-style-type: none"> - be able to engage independently in intra-professional and inter-professional cooperation and assume responsibility within the framework of professional ethics; - be able to plan, carry out and assess guidance programmes aimed at different target groups; - be able elect relevant strategies that can support the mission, vision and values of the workplace. 			
Content of teaching			
<p>Professions – concept, Organization – concept, Citizens involvement in public sector, Service users, Corruption, Ethics</p>			

12. The 6th semester of studies

International Business College Mitrovica			
Internship			
Semester	Duration	Credit points	Student workload
6 th semester	1 semester	30	900
Requirements for participation	Form of examination		
Successful completion of the 5 th semester	Internship report and small project		
Learning outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - the particular field of practice and its institutional, economic and other relevant contexts; - the gained hands-on experience by taking part in getting actual jobs done. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - translating acquired knowledge to action in practice; - assessing theoretical and practical problems relevant to the actual internship; and, - applying relevant theories when carrying out tasks in the institution. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - understand their own professional role when carrying out actual tasks within the profession; - engage in intra-professional and inter-professional cooperation; and, - be firmly rooted in their own profession when working with other professions. 			

13. The 7th semester of studies

International Business College Mitrovica			
Bachelor Thesis Project			
Semester	Duration	Credit points	Student workload
7 th semester	1 semester	30	900
Requirements for participation	Form of examination		
Successful completion of the 6 th semester	<ul style="list-style-type: none"> - Bachelor degree thesis (2/3) - Oral Bachelor thesis defense (1/3) 		
Learning outcomes			
<p>The aims of the bachelor thesis project are that students be able to combine theoretical, practical and development-oriented aspects of the degree programme. When approaching the bachelor thesis project, students chose a problem area they know from practice e.g. internship, students work or former placements and work with it, using scientific methods and experience from practice. The completion of the bachelor thesis project shall ensure that "The aim of the degree programme" is fulfilled and that students will be able, both in theory and in practice, to handle the complexity of tasks in public administration. Apart from the learning objectives of the programme, the learning objectives for the examination project are:</p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> - relevant theories within the chosen problem; - in detail, the phases and methods of project work; - independently to reflect on the importance of the choice of methods and project design; and, - independently to reflect on the relevance of diverse theories. <p>The student must be able to:</p> <ul style="list-style-type: none"> - apply relevant methods and tools to searching for, collecting and analyzing information; - justify their choice of theories, methods, etc. for the project; - work independently in a scientific and critical manner in the spirit of the ideals of objectivity and solid documentation that should guide such work; and, - independently to present their project work precisely and effectively. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - demonstrate through their bachelor thesis project that they have developed their knowledge and skills with regard to the chosen topic. 			

ANNEX I

STUDYING AT IBCM

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

Learning activates

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

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

The essentials of learning style at IBCM are:

- [Academic year](#) - The academic year is divided into two semesters, during which you follow a number of short, thematic 'blocks' or subjects. These are essentially independent modules that cover specific themes, skills or courses. For instance, if you are a first-year student you have the block 'Introduction to Public Sector', but later on, when you decide which spur you are to follow, your topics will be much more specific, such as 'Innovation in Public Sector', 'Quality Assurance, Evaluation and Project Work' or very practical course 'Research Methodology', where you will learn basic in using SPSS software.
- [Tutorial groups & tutor](#) – At least twice a week you and your fellow students can meet your teacher and/or tutor for a tutorial. Tutorials are meant for students who want to clarify certain issues, either linked to problems with lecturing topics, individual or group tasks, and similar. Our small tutorial groups ensure that everyone can get involved. During tutorials you receive excellent guidance from qualified tutors. Your tutor will inspire you, encourage you and help you make the decisions that suit you best. You have to search for the assistance on your own initiative!
- [Assessment](#) - Each block concludes with an assessment. This assessment can be in the form of a presentation, usually written and oral, or a written exam. Written examinations usually follow a multiple tasks/questions format, but you may also have to write a paper arguing whether you agree or disagree with a certain proposition. You can be assessed in different ways: the tutor assesses both your skills and attitude in class, you receive a grade for an assignment, both written and oral part, and if your paper involves more disciplines, than average of all grades is calculated as a final result.
- [Skills training](#) - A block is often accompanied by practical training in specific skills that will benefit you in your future career. These courses vary per programme (either AP or BA) – from statistics and data analysis, to taking minutes, from group work and presentation skills to writing the project proposal.

- [Study facilities](#) - Needless to say, IBCM provides you with all the facilities and resources needed to support the learning process. The College Library houses several learning locations with a unique selection of study materials tailored to each College's curricula. Here you can also find study places for individual or group use.

Integrated, multi- and interdisciplinary approach

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

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

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

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

Studying at College is different to school

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

Your spare time

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

A week in the life of a student at IBCM

Educational activities (Lecturing, Skills lab, Studying at IBCM Library, Field visit or Guest Speakers) – Monday to Friday, approximately 3 hours a day

Tutorial groups – Two times per week, upon your request

Self study– Monday to Friday, 3-5 hours a day, including individual and group work

Social activities - Monday to Friday, 3 hours a day, plus weekends!

Bear in mind that well organized person can achieve much more than one which leaves all for the last minute. Your life at IBCM will depend mostly on your decisions, how you want to spend your time and is this time going to be worth remembering.

Don't forget that studies are best time ever in life of each educated individual!

Where does IBCM's international strength lie?

IBCM is the most international and fully English spoken College in the area. Besides this fact, every day you will encounter different languages and cultures, and most study programmes have a decidedly international theme. IBCM AP's and bachelor's programmes place heavy emphasis on studying abroad, often including it as a core requirement for graduation. Our College has dozens of international partnerships and student-exchange agreements, and we encourage interdisciplinary and international collaboration.

Our academic environment

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

Career

At IBCM you can learn to be any of Public Service professionals and more. Our programmes will provide you with the knowledge and skills you need to successfully step into your professional career.

Why do you choose a specific programme?

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

Programmes such as Public Services Manager, for example, already give you a clear idea of what the career possibilities are: you're most likely to become a public servant. But there is still a lot to choose from. What specialty are you going to choose? Education, health sector, social policy issues, or work with citizens? You can also become a researcher, or would you rather work with non-governmental organizations which deal with public services? Our programmes enable you to choose from an even wider range of career possibilities.

From graduation to employment

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

What are IBCM graduates from PA/PSM spur doing now?

IBCM graduates can be found all around the area, for instance, doing research in Tietgen College in Odense, Denmark, or working from multinationals in surrounding countries, or being assistants to Ambassadors, Ministers, Mayors and similar.

Research possibilities

Everyone does not want to work in business, commerce or politics after they graduate. Maybe you want to become a researcher. During your studies at IBCM you can already prepare yourself for a career in scientific research. Currently, you can continue your research outside our College, but we plan to expand into this field sometime in the near future!