

MASTER OF BUSINESS ADMINISTRATION

WELCOME TO THE SUMMIT!

I. MISSION

Our mission is to prepare MBA candidates for the global world enabling them to cope with the speed of change in the business and social reality.

We are glad that our MBA candidates are equal to those from top tier schools. We have managed to provide excellence in education at affordable costs. Candidates at UACS can earn their MBA for a fraction of the tuition charged at other internationally recognized universities.



II. OUR TEACHING PHILOSOPHY

WHAT DO WE TEACH AND HOW DO WE TEACH?

At the graduate level, we believe that instructor's job is to:

- ▶ Ask the right questions
- ▶ Guide the discussion
- ▶ Help the students come to their own solutions to the problems raised.

TEACHING METHOD

- ▶ We do ask the WHAT and WHY questions. But we also teach the HOW!
- ▶ Our aim is not to teach only theory and facts, but primarily the application of knowledge and practical skills.
- ▶ We employ leading-edge teaching techniques: case studies; role plays; problem solving; individual and team projects; simulations.
- ▶ We are proud that our students gain knowledge and skills which serve their career boost.

In doing this, we have learned from the best: Harvard Business School. So far we have 16 faculty members with a certificate for teaching according to the Participant Centered Learning method.

In class we use case studies designed by some of the best schools in the world: Harvard, and Darden.



Global Colloquium on Participant-Centered Learning
July 21 - 27, 2013
Harvard Business School



**HARVARD
BUSINESS SCHOOL**

III. OUR FACULTY

The MBA program is supported by over 30 scholars, professors of management practice, and international visiting professors. Their combined knowledge and experience provides the students with a unique opportunity to learn from the best. UACS MBA SBEM offers thorough exposure to theoretical and practical issues.

UACS SBEM Faculty combines:

I. ACADEMICS

II. PROFESSORS OF MANAGEMENT PRACTICE –

With highest ranks and expertise, and

III. INTERNATIONAL VISITING PROFESSORS

ACADEMICS

Our professors are recognized scholars. Most of them have previously been professionals in their areas of expertise and had significant achievements. They have also obtained academic degrees and have decided to transfer their knowledge and know-how to the future generations.

Some of our faculty members are:

- ▶ Tome Nenovski, PhD and Marjan Petreski, PhD (National Bank of Macedonia),
- ▶ Marjan Bojadziev, PhD (several companies and financial organizations),
- ▶ Nikica Mojsoska-Blazhevski, PhD (Ministry of Finance),
- ▶ Ilijana Petrovska, PhD (marketing departments in financial organizations)

Most of our professors have earned their degrees at top ranked international universities.

Sixteen of our professors have been licensed to teach Participant Centered Learning methods, developed by Harvard Business School (HBS).

PROFESSORS OF MANAGEMENT PRACTICE

We are proud that 30% of the teaching at undergraduate level is conducted by professors who are industry experts. Most of them are CEOs, and some are eminent experts in their respective fields.

The list includes, but is not limited to:

- ▶ Dimitar Kovachevski, PhD (Executive Communication Director at Makedonski Telekom),
- ▶ Filip Ivanovski, PhD (CEO of Pakomak),
- ▶ Angelka Peeva Laurenchikj (Managing Director, Image PR)
- ▶ Gligor Bishev, PhD (CEO of Sparkasse Bank Skopje),
- ▶ Dragoljub Arsovski, PhD (CEO of TTK Bank),
- ▶ Igor Velickovski, PhD (Director of payment system department, National Bank of the Republic of Macedonia),

- ▶ Misho Nikolov, PhD (CEO of Skopje Public Transport),
- ▶ Sasho Klekovski (Senior Advisor, MCIC)
- ▶ Branko Strancev, MBA (Marketing Director, T-Mobile Macedonia)
- ▶ Aneta Krstevska, PhD (Chief Economist at National Bank of the Republic of Macedonia).



INTERNATIONAL VISITING PROFESSORS

One of the main points of difference vis-à-vis other universities in the region is that UACS SBEM provides international exposure at affordable tuition rates.

We are proud that more than 80% at the graduate level are conducted by lecturers from renowned universities, including:

- ▶ Prof. Vittorio DePedys from ESCP Europe (Torino campus)
- ▶ Prof. Jean-François Gagné - Institut Supérieur de Gestion, Paris, France
- ▶ Prof. Kevin O'Neill from State University of New York, Plattsburgh, NY, USA
- ▶ Prof. Dimitrios E. Akrivoulis from, New York College, Thessaloniki, Greece
- ▶ Prof. Jaka Vadnjak from GEA College of Entrepreneurship, Ljubljana, Slovenia
- ▶ Prof. Jeremy Cripps from Heidelberg University, Ohio, USA
- ▶ Prof. Michael Graef from Worms University of Applied Sciences, Worms, Germany
- ▶ Prof. Gerhard Wassenberg from Aachen University of Applied Sciences, Aachen, Germany

RESEARCH AND ACHIEVEMENTS

Our lecturers are leading scientists and researchers. At SBEM the professor/academic paper index is 15.4 while the most prestigious index - Web of Science – is 0.36, which is an exceptionally high indicator.

These facts place UACS miles ahead from other Schools of Business and Economy in Macedonia.

III. EBSCO HOST

To learn and to do research - we seek for the most relevant sources: textbook, articles, scholarly papers. Moreover, we use EBSCOHOST the largest e-database. It contains all relevant topics in the business sphere, from 1918 till today.



IV. GRADUATE ABROAD

As part of the credit transfer system, most universities around the globe accept academic credits from UACS that lead towards graduation. Nonetheless, UACS has signed multiple collaboration agreements with renowned universities in the USA and the EU, which enables our students to transfer and complete their degree. These are some of the universities we collaborate with:

Virginia International University, U.S.
www.viu.edu



John Cabot University Rome, IT
www.johncabot.edu



Williams Business College, Sydney, Australia
www.williams.edu.au



Dauphine Paris, France
www.dauphine.fr



Vesalius College Brussels Belgium
www.vesalius.edu



University of Applied Sciences, Worms, Germany
www.fh-worms.de



Technical University Wien, Vienna, Austria
www.tuwien.ac.at



Gazi University, Ankara, Turkey
www.gazi.edu.tr



Tallahassee International College, FL, U.S.
www.ticollege.net



VI. ENROLLMENT CRITERIA

- ▶ Proficiency in English.
- ▶ Minimum 3 years of work experience (after graduation).
- ▶ Bachelor degree from an accredited institution.
- ▶ Candidates who have a non-business degree will be tested for their management and economics skills. Usually, three preparatory courses are offered so that MBA candidates can go through the process smoothly.
- ▶ Students who have a three-year bachelor degree can enroll in the two-year MBA program with a concentration.

VII. ALUMNI NETWORK

UACS MBA Alumni Association is a powerful networking opportunity.

It gathers more than 1000 professionals and managers who stay connected with UACS in various ways. When they graduate, we salute them with this slogan:

**YOU LEAVE THIS HOUSE,
BUT IT WILL ALWAYS BE YOUR HOME.**



VIII. AWARDS AND ACHIEVEMENTS OF OUR PROFESSORS

Numerous domestic and international recognitions received by our Faculty speak volumes about their quality.

- ▶ 2014 Nikica Mojsoska-Blazhevski, PhD is elected Director of the Education Committee in South-East Europe at the prestigious London School of Economics
- ▶ 2013 Nikica Mojsoska-Blazevski, PhD and Marjan Petreski, PhD won the second place in the Global Development Network - world competition supported by the Japanese Government

- ▶ 2012 Marjan Bojadjiev, PhD was awarded Teacher of the Year, in the framework of the ACBSP for Region 8
- ▶ 2012 Venera Krliu-Handjiski, PhD was awarded Business Leader of the Year
- ▶ 2011 Tome Nenovski, PhD received the 23rd October Award for his contribution to science and education
- ▶ 2011 Marjan Petreski, PhD received the Olga Radzyner prize for young researcher of the year, awarded by the Central Bank of Austria

IX. PROGRAMS AND CONCENTRATIONS

ADVANGAES OF THE PROGAM AND DELIVERY MODE:

▶ Many instructors have discovered that a highly interactive, question and answer technique overcomes the problems of the traditional lecture and makes it an effective learning experience. Instead of providing all the information yourself, you should try to elicit as much of it from your students through direct questions, group discussions and mini case studies. The groups meet on Wednesday, Thursday, and Friday afternoons, as well as Saturday mornings.

Note: Lectures held by visiting professors are scheduled as intensive courses (Monday–Saturday).

▶ The design of the UACS MBA program provides an opportunity for experienced professionals to obtain their master's degree with a schedule that minimizes the disruption of their work and personal pursuits. The UACS MBA program is structured in two layers. The first layer consists of core courses and is organized into five streams:

I Layer

Strategy and positioning

(Strategic Management, Advanced Corporate Finance, Strategic Marketing)

Leading change and managing people

(Advanced Organizational Behavior, Human Resource Management, Leadership, Corporate Governance, Advanced Public Relations, Managerial Economics)

Measurement and performance systems

(Managerial Accounting, Operations Management, Research Methods for Business)

Systems thinking

(IT Applications for Business)

Globalization

(International Management and International Marketing)

II Layer

The second layer includes elective or concentration courses. This allows students to either continue with general management studies or to specialize in a particular subject or area. Currently, we offer an MBA with an emphasis on Corporate Finance (including courses such as Financial Markets and Institutions, Portfolio Analysis, Asset and Liabilities Management, Risk Management) and an MBA with an emphasis on Marketing (courses include Promotion and PR, Advertising, Distribution Channels Management, Retailing Management, Consumer Behavior). To meet specific company needs, UACS can customize MBA concentrations towards HR, ICT, Project Management, and other areas. All UACS MBA programs and concentrations are offered in English.

▶ Students in each class begin the program at the same point, move through the curriculum together, and typically complete their studies as a group. During that period, they gain a wide range of new skills and sharpen their analytical abilities by combining coursework with day-to-day professional experience.

MASTER THESIS SEMSTER

MBA is both an academic and professional degree. Hence, students are asked to work on an academic thesis which can include a practical dimension; it is also shorter than an MA/MS thesis.

UACS organizes a Master Thesis Semester which allows the students to work as a group under the supervision of a mentor. This is designed to help them complete their thesis in four months, if they follow the prescribed course load.

▶ Master thesis is a capstone project aimed at:

Introducing the methods of academic and/or professional research

▶ Guiding the student to deliver project work within deadlines

By joining this semester students will have an access to:

THREE SESSIONS - on writing the (approximately) five chapters of the thesis - Each session organized in this seminar series will provide a step-by-step guide through the writing of each chapter;

CONFERENCE SESSIONS - Part of the sessions will provide participants with the opportunity to present their work in progress in front of their peers and academic staff from UACS;

GUIDANCE - Apart from regular meetings with the mentor, the student will have regular consultation with the thesis coordinator on the technical details of the thesis;

NETWORKING - Sessions give a chance to form alliances with classmates and UACS academic staff with a similar research interest;

MASTERS DEGREE - This seminar series is organized in a way which enables students to complete their master thesis in four months. All you have to do is respect the assigned deadlines and join in all three sessions of the seminar series.

3 +2 PROGRAMME - MBA CURRICULA FOR TWO YEAR MBA

MANAGEMENT

Fourth Year - Management	
Course Title	ECTS
Business English	8
Business Ethics and Corporate Governance	8
Strategic Human Resource Management	8
Project Management	8
E- Business	8
Seminar and Cases in Business Administration	6
Curriculum Practical Training and Project	6
Specialization - optional	8
Total ECTS (without specialization)	52

Fifth Year - Management	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective Course	8
Master Thesis	8
Total ECTS	74

Elective courses:	
Elective Course: Leadership	
Elective Course: Managerial Economics	
Total ECTS from program	126

MARKETING

Fourth Year - Marketing	
Course Title	ECTS
Business English	8
Integrated Marketing Communications	8
Pricing Policy	8
Measuring Marketing Performance	8
Managing Distribution Channels	8
Seminar and Cases in Business Administration	6
Curriculum Practical Training and Project	6
Specialization - optional	8
Total ECTS (without specialization)	52

Fifth Year - Marketing	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective Course	8
Master Thesis	8
Total ECTS	74

Elective courses:	
Elective Course: Strategic Brand Management	
Elective Course: Strategic Marketing	
Total ECTS from program	126

FINANCE AND BANKING

Fourth Year - Finance and Banking	
Course Title	ECTS
Business English	8
Portfolio Analysis and Management	8
Bank Risk Management and Stress Testing	8
Financial Reporting and Financial Statement Analysis	8
Banking Management	8
Seminar and Cases in Business Administration	6
Curriculum Practical Training and Project	6
Specialization - optional	8
Total ECTS (without specialization)	52

Fifth Year - Finance and Banking	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective Course	8
Master Thesis	8
Total ECTS	74

Elective courses:	
Elective Course: Venture Capital	
Elective Course: Managerial Economics	
Total ECTS from program	126

HUMAN RESOURCE MANAGEMENT

Fourth Year - Human Resource Management	
Course Title	ECTS
Business English	8
Recruitment and Selection	8
Strategic Human Resource Management	8
Leadership	8
Staff Training and Development	8
Curriculum Practical Training and Project	6
Seminar and Cases in Business Administration	6
Specialization - optional	8
Total ECTS (without specialization)	52

Fifth Year - Human Resource Management	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective Course	8
Master Thesis	8
Total ECTS	74

Elective Courses:	
Elective Course: Creating and Managing Organizational Change	
Elective Course: Performance and Compensation Management	
Total ECTS from program	126

4 + 1 PROGRAMME - MBA CURRICULA FOR ONE YEAR MBA

MBA MANAGEMENT	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective course: Leadership	8
Concentration course: Managerial Economics	8
Concentration course: Creating and Managing Organizational Change	8
Master Thesis	8
Total credits	90

MBA MARKETING	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective course: Leadership	8
Concentration course: Strategic Brand Management	8
Concentration course: Strategic Marketing	8
Master Thesis	8
Total credits	90

MBA FINANCE	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective course: International finance	8
Concentration course: Managerial Economics	8
Concentration course: Entrepreneurial finance	8
Master Thesis	8
Total credits	90

MBA HRM	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective course: Leadership	8
Concentration course: Creating and Managing Organizational Change	8
Concentration course: Performance and Compensation Management	8
Master Thesis	8
Total credits	90

MBA GENERAL MANAGEMENT	
Course Title	ECTS
Organizational Behavior	8
Advanced Corporate Finance	8
Advanced International Management	6
International Marketing	6
Operations Management	6
Research Methods for Business	8
Strategic Management	8
Managerial Accounting	8
Elective course	8
Master Thesis	8
Elective Course: Leadership	8
Elective Course: Managerial Economics	8
Total credits	74