Faculty of Business and Administration

Department of Economics and Management

MANAGEMENT AND LEADERSHIP

Academic year: 2014/15
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Department of Economics and Management and Leadership

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On our University

The International University of Sarajevo (IUS) is a private, nonprofit independent institution of higher education that offers academic programs in all three study cycles, as well as specific professional development programs in registered areas. The science and liberal arts programs encourage academic, cultural, and social cooperation with regional and international universities that share in the IUS mission.

IUS is accredited with the Agency for the Development of Higher Education and Quality Assurance, and is listed in the state register of accredited higher education institutions in Bosnia & Herzegovina. IUS is also an associate member of the European University Association (EUA).

The International University of Sarajevo has a uniquely international character. Our university has students from all over the world and academic staff with extensive international experience and expertise. This gives IUS a special kind of quality that make it distinct from other major world universities. Such direct interaction with other international students gives our students the unique opportunity to experience and learn about numerous different cultures within the increasly growing confines of our university. This allows our graduates not only to acquire practical knowledge, but this also allows for them to develop other competences and experiences that will make them excel in an increasingly competitive global job market.

At IUS our Management and Leadership and Studies Program provides students the opportunity to study in English, read international scientific and expert journals via our continually expanding set of databases, and utilize the best sources from relevant fields that ensure a high quality education in Management and Leadership and studies. Such resources help provide critical insight into contemporary movements in modern global trends.

The Management and Leadership and Studies programme curriculum is in line with the Bologna system and B&H national qualification framework. Students of this programme have the opportunity to explore the other academic disciplines taught at the IUS via a large choice of elective courses that broaden their intellectual capabilities. Graduates are awarded a bilingual diploma in English and in one of the official languages in Bosnia and Herzegovina. The first study cycle curriculum also meets the requirements for obtaining a BA degree in Management and Leadership and as determined by the Council of Higher Education of Turkey - CoHE (YÖK).
The Founding of IUS

The University was established in Sarajevo in 2001 by the Foundation for Education Development Sarajevo as a non-governmental and non-profit organization with the purpose of supporting education in Bosnia and Herzegovina.

IUS Mission

The International University of Sarajevo’s mission is to provide a superior education to competent and reliable individuals who in addition to having the capacity for independent and critical thinking, have a strong sense of social responsibility, making contributions to science and technology, and sharing their knowledge for social well being.

IUS Vision

IUS desires to create a culture of excellence that meets the highest standards of an institution whose primary goal is quality. IUS offers an interdisciplinary educational infrastructure that facilitates in the production and transfer of knowledge. IUS aspires to become an international hub in education and science.

Organisational Units

IUS has the following organizational units:
1. Faculty of Engineering and Natural Sciences (FENS);
2. Faculty of Business and Administration (FBA);
3. Faculty of Arts and Social Sciences (FASS).
Campus

The International University of Sarajevo (IUS) Campus is located in Ilidza, near the archaeological site of the Roman remains and natural SPA water springs. The Campus area is surrounded by beautiful landscapes, bordering the left bank of the River Zeljeznica on one side, and the beginning of the famous Sarajevo National Park “Vrelo Bosne” on the other. It offers a panoramic view of the nearby mountains and a peaceful and scenic study experience. The Campus is well connected to downtown Ilidza, Sarajevo centre, Sarajevo International Airport (SJJ), and other important destinations.

Its modern facilities, research centres, friendly staff, and numerous social and cultural life opportunities offer a unique blend of options for students from all over the world.

Students have access to a library, reading rooms, wireless internet access, access to academic databases (such as JSTOR and EBSCO), accommodation facilities, sports grounds, restaurants, and services organized to support curricular, and extracurricular activities of students at their disposal.

The Faculty of Business and Administration

The Faculty of Business and Administration (FBA) offers both undergraduate and graduate degrees in three different fields: International and Public Relations, Management and Leadership and Studies, and Economics. Programs offered provide students with a balance of professional education in the chosen field and prepare them for their lives as intelligent, critically thinking individuals.

FBA has a highly motivated and dynamic academic staff. Faculty members closely follow the academic development of students and provide guidance at an individual level. All academic programs encourage an active and participatory learning environment. FBA takes a student-oriented approach to education and provides its students the necessary support mechanisms for learning and development. FBA is respectful of diversity, open to new ideas and has a sense of social responsibility devoted to teaching, producing, and sharing important values.
Economics

The IUS Economics program is available to students who are willing to specialize in a single field of economics. The teaching and learning methods are designed to encourage students to work both independently and as a member of team. The undergraduate Economics Program at IUS aims to provide students with a rigorous foundation in economic theory and its applications. The program is structured to serve a wide range of interests. Our program is designed for students interested in an in-depth economics program. Our program offers higher-level courses and orientation for graduate study.

International and Public Relations

The International Relations Program at the IUS offers a course of study for undergraduate students with a primary interest in international and regional studies. The field of international relations includes the study of: the history, politics, economics, and cultures of regional systems around the world; the causes and consequences of conflict, its resolution and analysis, the conditions necessary for peace in the international system; the role of the great powers and other states in world affairs; the role played by personal and group affinities in shaping the identities that bear upon international conflict and cooperation; issues of minorities and their ability to integrate in a society; contemporary issues pertaining to the Balkan region and other topics that are of relevance to the field of International relations.

Management and Leadership

The Management and Leadership program curriculum includes courses such as economics, marketing, mathematics, statistics, finance, accounting, sociology, and optimization, strategic and operational Management and Leadership. Students can take area elective courses in a specific field based on their individual interests. Basic and core courses help IUS students to gain the ability to manage resources in organizations strategically and to manage factors which affect productivity. Management and Leadership students learn very important techniques like risk and strategic analysis, supply chain Management and Leadership, investment and which will help them to compete in a global arena.
Our students

Student involvement in the decision-making process

The Student Parliament (SPIUS) represents students' interests and acts on their behalf to ensure the realisation of student rights. The Student Parliament (SPIUS) also appoints representatives to the University bodies to ensure that all rights of students are protected and that students are involved in the decision making process.

Student representatives are also involved in the process of curricula development, as well as their evaluation and implementation and periodical analyses of study programs.

Academic Advising

IUS pays special attention to Academic Advising of students throughout their studies. Within study programs, the dean assigns an informal academic adviser to each student, who supervises and evaluates the student’s progress, and advises them on matters of compulsory and elective courses that they need to register for in order to graduate. During the course registration period, every student is required to consult their academic adviser about choosing the right courses and course registration for the next semester. The academic adviser approves the list of elected subjects at the beginning of each semester.

Promoting Student Mobility

International Relations Office of the International University of Sarajevo (IRO) works intensively to promote student mobility through a number of exchange programs such as Erasmus+ and Mevlana. Students are granted ECTS credits obtained during the exchange, and the IR staff advises students and helps them to make appropriate choices.

Students' Clubs

IUS has many extracurricular activities that enrich student academic experience. Currently, the University hosts 19 student clubs, including: IUS Rock Band, Entrepreneurship Club of IUS, The Club of Intellectual Activities (CIA), IUS Football Club, CASES (Culture Art Social Education Sports), SOS Club (Scouting and Outdoor Sports), and Club ROSA (Research Organization Science and Art) Club Architecture Students Assembly of IU Photography Club.
Quality Assurance

Quality assurance at the level of a study program includes the process of study program development itself. Consultations with teachers, area experts, students, the labour market, employers’ representatives and local community representatives are defined as mandatory.

During the implementation of a study program, regular analyses of all key study program implementation indicators are performed. The system of implementation of the curriculum and student evaluation provides sufficient autonomy to each academic staff member in order to adjust teaching methods and assessment in each course. Nonetheless, clearly defined standards at university level are still observed. Such a system ensures transparency in the assessment process and at the same time allows for customization for each teacher and student.

European Credit Transfer and Accumulation System (ECTS)

Semester curriculum is organized through the courses whose values are expressed in the entries of the European Credit Transfer System (ECTS) in order to facilitate the student exchange programs all over Europe.

Total prescribed ECTS credits are awarded after a student sits for an exam and after they are graded, and the achievements in the learning outcomes are defined by F, FX to A scale, i.e. from 5 to 10. ECTS system applies to all student transfers.

All courses have a code that clearly indicates their content. The course numbering system has three digits for each course, with the first digit indicating the level of the course (study year), as follows: 100-199; 200-299; 300-399 and 400-499 for four years of study of the first study cycle; 500-599 for second study cycle, 600-899 for third study cycle.

The abbreviation before the number indicates the program offered by the course. For instance, the code ARCH 101 denotes the course in the field of architecture intended for the first year of the first study cycle.

Differences in content and value of courses are expressed through the number of hours that were planned for lectures, training or independent work (3 +0 or 2 +2 or 2 +1 +2).
Students’ internship provision, in duration of at least 30 days, is a mandatory requirement for every study programme at the University.

**Study length, the awarding of ECTS credit points and the diploma supplement**

Information on study length and the awarding of ECTS study credits to students who completed their studies successfully per study cycles is shown in the table below:

<table>
<thead>
<tr>
<th>Cycles of study</th>
<th>ECTS study credits awarded after completion of each cycle of study:</th>
<th>Study length</th>
</tr>
</thead>
<tbody>
<tr>
<td>First cycle</td>
<td>240 ECTS study credits</td>
<td>4 years</td>
</tr>
<tr>
<td>Second cycle</td>
<td>60 ECTS study credits</td>
<td>1 year</td>
</tr>
<tr>
<td>Third cycle</td>
<td>180 ECTS study credits</td>
<td>3 years</td>
</tr>
</tbody>
</table>

Students who graduate are awarded with a diploma and a diploma supplement that state: qualification awarded, names of subjects, projects realized, final paper/project grade, number of ECTS points awarded, average grade for each semester, overall GPA and other elements defined by the law.

**Teaching and Assessment Methods**

Teaching methods applied at the University vary significantly depending on the faculty and discipline. In general, the courses of natural science have a tendency towards larger structure and more formal lessons than subjects of humanities and social sciences.

An important component of studying at the IUS is independent learning, and special attention is given to individual office hours with students. Academic staff combine many teaching approaches to achieve specified learning goals and to motivate students to study.

**Teaching Methods**

Implementation of teaching can take several forms, but it usually involves a combination of the following:

- During *lectures*, printed materials, slides or presentations on a computer are commonly used, but
the main focus is on listening to lecturers.

- Assistants usually deliver lessons (tutorials) in small groups where individual attention is given to students. Tutorials usually complement lectures, but are more topic-specific. For example, they may include activities such as solving problems or having discussions on particular topics broadly discussed during lectures.

- Most subjects involve some form of practical work, such as weekly sessions in the laboratory where students acquire technical and research skills.

- Internships (min 30 working days) have been designed in a way that offers students opportunities to experience on-the-job training and make well-informed decisions about their future careers.

**Independent Learning**

Apart from attending lectures and practical classes, students spend a great part of their weekdays in independent learning that includes reading relevant materials, research, studying in the reading room, doing homework, writing term papers and reports, group or individual projects and presentations.

**Types of Assessment**

At the International University of Sarajevo, written, oral and practical assessment methods are used. Assessment is conducted by testing, that is, assessing written and practical work and examination suitable to the specific program, specified learning goals, and grading procedures. Examinations in field of Arts are taken in front of a commission. All types of assessment are public.

**Office hours**

Course instructors have office hours with students on regular basis. In order to help students understand the course contents and achieve the learning aims of a course, office hours are facilitated through different means, like office meetings, meetings in the classroom, consulting via email or modern IT apps such as Moodle.

**Assessment**

After completing all the required examinations, final results are assessed and graded according to the following scale, which corresponds with ECTS grading scale:
a) 10 (A) - remarkable success without error or with negligible errors, carries 95-100 points;  

b) 9 (B) – above average, with few mistakes, equivalent to 85-94 points;  
c) 8 (C) – average, with noticeable mistakes, equivalent to 75-84 points;  
d) 7 (D) - generally good, but with more significant flaws, equivalent to 65-74 bodova;  
e) 6 (E) – meets the minimum criteria, equivalent to 55-64 points;  
f) 5 (F, FX) – does not meet the minimum criteria, less than 55 points.

**Introduction to the Discipline and Qualification**

Managing a business is a discipline that requires constant research, analysis, comparison, and making business decisions. In accordance, business companies need managers who will be able to manage them effectively and efficiently, develop and enrich the enterprises with additional values aiming to business enhancement. Thus, managers are responsible for appropriate and most useful arrangements of financial, technical, human and material resources in order to sustain their business. In order to attain these aims there is a need for knowledge built on strategic Management and Leadership theories, practical cases and situations from business field, and approaches to meet future business challenges.

Therefore, there is a high demand for well-educated, highly-skilled, and professional managers who are furnished with the art and science of Management and Leadership and who can take the right steps at the right time in order to achieve challenging goals. Management and Leadership is important in both, business environment and personal life of every individual. Being a good manager means to have business visions, have good analytical skills, know how to motivate people, and have integrity in managing all resources.

The core of Management and Leadership can be found in financial Management and Leadership, marketing, managing human resources, strategic Management and Leadership, managing production and services, processes, research and development, managing information and information technologies. Management and Leadership's knowledge and skills are highly considered as key of success in personal, economic and social development of every nation.

As International University of Sarajevo’s (IUS) Faculty of Business Administration (FBA), we have an intellectual and a social purpose. The intellectual purpose involves the advancement of knowledge and the provision of a liberal education, purposes which are not inconsistent with vocational aims. The social purpose includes upholding standards of freedom and democracy in the society and acting as an independent source of criticism within a university's area of competence. The scope of such criticism must reflect the scope of the university. So, it will often involve cultural
and ethical, as well as scientific, technological and economic dimensions. In our Management and Leadership program, we try to give these purposes, perspectives and skills through our uniquely designed curriculum.

**Goals of the Study Programme**

New age challenges require from managers to constantly improve their knowledge considering different Management and Leadership theories and directions. As initiators of new business models and processes managers with their knowledge and expertise are today very popular and valuable resource all around the world.

Management and Leadership Study Program is designed in a way to satisfy the needs of future managers exposed to many unexpected challenges. The main goals of the Study Program are to:

- Ensure qualitative education in the field of Management and Leadership;
- Enable students to develop critical thinking and creativity;
- Encourage students to engage in individual research processes;
- Develop team work and decision making;
- Ensure the multi-disciplinary environments that encourage students to solve the problems beyond the educational limits;
- Prepare the students for different occupations including those that need additional academic and unique qualification;
- Promote ethics, professional and social responsibility in managing, leading and decision making.

**Employability**

The Degree in Management and Leadership of IUS’ Faculty of Business and Administration is one of the leading among the other universities in Bosnia and Herzegovina and in the region. Thus, the first cycle of study at the Management and Leadership provides our students with additional options and advantages when entering the labor world, regionally and internationally. Management and
Leadership and graduates are capable of dealing with various challenges, which arise in field of Management and Leadership, marketing, finance, and other Management and Leadership related activities and processes.

Studying and interacting with various cultural values and differences at IUS provides students with extraordinary experience and additional values. Furthermore, it is of great importance for students and graduates as the future managers in the increasingly competitive business environment and modern world of globalization.
### Academic Staff

The study program is implemented by competent teaching staff with significant global experience in teaching and relevant scientific backgrounds. These are short biographies of our academic staff:

<table>
<thead>
<tr>
<th>Academic Staff</th>
<th>Obrazovanje:</th>
<th>Courses taught</th>
<th>Research interests:</th>
</tr>
</thead>
</table>
| Prof. Dr. Metin Toprak | • PhD, Department of Economics, Istanbul University, 1992  
• M.S., Department of Economics, Istanbul University 1989  
• B.S., Department of Economics, Istanbul University, Istanbul, 1987 | • Macroeconomics  
• International Economics  
• Money and Banking  
• International Political Economy | Sector analysis of Turkish Economy, World economy, financial economics, political and sociological surveys, Macroeconomics, economic policy, field research, higher education reforms. |
| Assist. Prof. Dr. Senad Bušatlić | • Ph.D, Department of Trade and Banking, "Braca Karic" University, Beograd 2010  
• M.Sc, Department of Economics, International University at Novi Pazar, Serbia 2008  
• B.Sc, Department of Mechanical,Engineering, Bogazici (Bosphorus) University, Istanbul, Turkey 2000 | • Management and Leadership  
• Strategic Management and Leadership  
• Contemporary Management and Leadership  
• Management and Leadership and Organization  
Assist. Prof. Dr. Mehmed Ganić
International University of Sarajevo
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E-mail: mganic@ius.edu.ba
CV link: http://econ.ius.edu.ba/mehmed-ganic

Education:
- Ph.D., Faculty of Economics, Department of Management and Leadership, University of Zenica, B&H, 2010.
- B.S., University of Connecticut (UConn) School of Business Administration (SBA), Finance major, Storrs, Connecticut, USA, 2004.

Subjects taught:
- International Monetary Economics
- Money and Banking
- Financial Markets and Institutions
- Monetary and Fiscal Policy
- International Finance and Banking
- Globalization and Business
- Globalization and global Management and Leadership


Assist. Prof. Dr. Ognjen Riđić
International University of Sarajevo
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Education:
- PhD, Faculty of Economics, Department of Management and Leadership, University of Zenica, B&H, 2013
- B.S., University of Connecticut (UConn) School of Business Administration (SBA), Finance major, Storrs, Connecticut, USA, 2004.

Courses taught:
Undergraduate:
- Organizational Behavior,
- Health Care Management and Leadership,

Graduate:
- Audit.

Postgraduate:
- Qualitative Research Methods in Business,
- Quantitative Research Methods in Business.

### Assistant Prof. Dr. Nermin Oruč

International University of Sarajevo  
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**Education:**
- **Ph.D., Staffordshire University, 2011.**
- **M.S., Staffordshire University, 2005.**
- **B.S., University of Sarajevo, 2000.**

**Subjects taught:**
- Introduction to Statistics and Probability
- Statistics
- Industrial Organization
- Growth and Development
- Econometrics
- Research Methods

**Graduate courses:**
- Econometrics

**Postgraduate courses:**
- Applied Econometrics

**Research interest:**
- Migrations, poverty and inequality, analysis of labor market, rural development, financial development, international trade.

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### Assistant Prof. Dr. Edita Đapo

International University of Sarajevo  
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**Education:**
- **PhD Tohoku University, Japan, 2007**
- **M.A. Tohoku University, Japan, 2002**
- **B.A. University of Sarajevo, 1996**

**Courses taught:**
- International Economy
- International Political Economy
- Introduction to Micro and Macro Economics
- Macroeconomics
- Game Theory

**Research interests:**
- International Economy
Senior Assistant: Sadi Fadda
International University of Sarajevo
Hranička cesta br. 15., 71000 Sarajevo
Office: F. 1.14, Building B
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Tel: +387-33-957-410
E-mail: sfadda@ius.edu.ba
CV Link: http://econ.ius.edu.ba/sadi-fadda

Education:
- PhD-Candidate, International University of Sarajevo
- MBA-Finance, Lebanese International University, Lebanon 2006
- B.S., Computer Science, American University of Beirut, Lebanon, 2003

Courses taught:
- Game Theory,
- Logistics and Supply Chain Management and Leadership,
- Managerial Mathematics,
- Financial Planning,
- Introduction to Corporate Finance,
- Introduction to Probability and Statistics,
- Management and Leadership Information Systems

Topics of Interest:
- Game Theory, Mathematics of Finance, Optimization, Social Networks.

Senior Assistant Lejla Dizdarevic
International University of Sarajevo
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Education:
- PhD candidate: University of Sarajevo, School of Economics and Business, Sarajevo
- M.S., School of Tourism and Hospitality Management and Leadership, Eastern Mediterranean University, North Cyprus, Turkey, 2006.
- B.S., School of Tourism and Hospitality Management and Leadership, Eastern Mediterranean University, North Cyprus, Turkey, 2004.

Subjects taught:
- Consumer Behavior,
- Organizational Behavior,
- Human Resource Management and Leadership,

Research interests: Tourism Management and Leadership, Marketing for tourism and hospitality, Tourism Planning and Development, Tourism and the Environment
### Senior Assistant: Sümeyye Kuşakçı

**International University of Sarajevo**  
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**Education:**
- M.A., Corporate Accounting & Corporate Man./Controlling/Consulting, Vienna University of Economics and Business 2007  
- B.A., Business Administration, Vienna University of Economics and Business, 2005

**Subjects taught:**
- Special Topics in Management and Leadership, Organizational  
- Introduction to Micro- and Macroeconomics, Project Course,  
- Human Resource Management and Leadership,  
- Strategic Management and Leadership,  
- Learning Organizations,  
- Introduction to Management and Leadership

**Research interests:** Consulting, Small and Medium Size Enterprises, Strategic Management and Leadership, Current Issues in Management and Leadership.

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### Senior Assistant: Ramo Palalić

**International University of Sarajevo**  
Hrasničkacesta 15, Sarajevo, 71000  
Office: F.1.14, Building B  
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**Education:**
- PhD Candidate, Faculty of Economics and Business Administration, International University of Sarajevo, ABT  
- MBA, Faculty of Economics and Business Administration, International University of Sarajevo 2009  
- BBA, Economics and Management and Leadership Sciences, International Islamic University Malaysia 2004

**Subjects taught:**
- Marketing  
- Business Communication  
- Entrepreneurial Management and Leadership  
- Business ethics  
- Supply Chain Management and Leadership

**Research interests:** General Management and Leadership, Organizational, Organizational Learning, Motivation and Commitment, Marketing, Small Business & Entrepreneurship, Marketing Research, Islamic Banking and Finance.
### Senior Assistant: Haris Hojkurić

International University of Sarajevo  
Hrasnička cesta 15, Sarajevo, 71000  
Office: F 1.6, Building B  
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E-mail: hhojkuric@ius.edu.ba  
CV Link: [http://econ.ius.edu.ba/haris-hojkuric](http://econ.ius.edu.ba/haris-hojkuric)

#### Education:
- PhD Candidate, International Burch University, Sarajevo, B&H.
- Certified Accountant, SRR FB&H, Sarajevo, B&H, 2009

#### Subjects:
- Corporate Finance
- Financial Management and Leadership
- Public Budgeting and Finance
- Games and Strategies
- Financial Accounting
- Islamic Economics
- Industrial Organizations

#### Research Interest:
Reverse Mortgage Loans, Financial Markets in Bosnia and Herzegovina; Senior citizens’ in Bosnia-living standard; Islamic Economics.

### Assistant: Azra Bičo

International University of Sarajevo  
Hrasnička cesta 15, Sarajevo, 71000  
Office: F.1.5., building B  
Tel: +387 33 957 412  
E-mail: abico@ius.edu.ba  
CV link: [http://econ.ius.edu.ba/azra-bico](http://econ.ius.edu.ba/azra-bico)

#### Education:
- M.A. International University of Sarajevo
- B.A. International University of Sarajevo, 2010

#### Subjects taught:
- Basics of economics
- Macroeconomics, Microeconomics
- Globalization and business

#### Research Interest:
Macroeconomics, Laboreconomics, Internationaleconomics, Internationaltrade, Appliedeconomics.
First Study Cycle

**Aims and Profile of the First Study Cycle**

Like other faculties and programs at IUS, the students of first cycle studying at Management and Leadership and  study program graduate in four stages, taking the university courses, faculty courses, program and specialization courses.

The main reason for introducing a number of main subjects on the basis of university courses is to familiarize students with a broad range of scientific areas in order to develop an interdisciplinary approach, which will also assist the students in choosing the appropriate faculty that best suits their abilities, skills and interests.

Our students are required in first year to take non-credit courses, such as: Bosnian or Turkish spoken language that significantly help in achieving the cultural ties between the Bosnian and Turkish students. In addition, students work in teams and try to make a contribution to their education and society through unique projects. During the second year, students generally continue their studies with subjects consisting of microeconomics, macroeconomics, issues in the Balkans, financial accounting, marketing, probability and statistics, constitutional law, business finance, EU systems, international political economy, etc.

Similar activities in the first year of studies at the university level, students of the second year will be able to choose different courses from different areas. In the third year, students take courses from their departments, and the fourth year will continue to study the objects aimed at program and further specialization through elective courses.

The basic, fundamental and elective courses at IUS will help students gain a good knowledge of the societies, organizations and the strategic Management and Leadership. Students of Management and Leadership and study program during their studies will be able to gain the basic skills in: risk Management and Leadership, strategic analysis, marketing, managing supply chain, investments, financial and managerial accounting, business and other related topics, which will help them to compete in global business arena. After studying these courses students will be capable of analyzing the present, plan and predict the future, while also being part of the solution of current problems in their countries. This study program at the IUS aims to educate and enable students to contribute to knowledge acquisition and application of knowledge in the Management and Leadership of Bosnia and Herzegovina, and the world by strengthening the quality of our research and knowledge transfer.
In this sense we want:

- To build a knowledge base of students in key areas of the business like: production, work, marketing, finance, accounting, human resources, research and development (R&D) and public relations (PR);
- Enable students to gain skills in managing: production, marketing Management and Leadership, financial Management and Leadership, accounting Management and Leadership, managing human resources, research and development, and managing public relations;
- Apply detailed and wide, relevant and internationally recognized teaching methods and researches;
- Deliver many challenging and innovative programs that will influence existing and future needs of business and society;
- Develop our students into self-confident, competent, and socially responsible individuals who will be able to acquire the best knowledge and skills essential for success in business arena;

The usual time for completing undergraduate studies and acquiring the Bachelors of Arts (B.A.) degree lasts four (4) years or eight (8) semesters. Students who complete 240 ECTS as prescribed by the Curriculum will acquire the degree of the First Study Cycle. Each semester, the University offers the list of courses which represent the curriculum for the specific semester.

Having completed successfully the First Study Cycle of the Management and Leadership and Studies Program, a student acquires the following title: Bachelor of Arts (B.A.) in Management and Leadership and Studies

Article 47 of the Rules of Studies for the First Study Cycle at IUS foresees that, for a successful completion of the program, a student must pass all the exams and defend the final thesis if it is required by the study program. Graduates receive the transcript, which contains the titles of the courses attended, the projects completed, the final (undergraduate) work/project, etc., along with the grades achieved, ECTS credits, grade point average for each semester and the cumulative grade point average (GPA).
**Learning Outcomes of the First Study Cycle**

The learning outcomes of the first cycle of studies are formulated along the lines of national and international practice. When defining learning outcomes of Management and Leadership and Study (MLS) Program, clear directives of EQF and NQF are taken into account, as well as the current practice in B&H, the needs of the society, the students, the employers and the wider community, foreign and domestic experts and used benchmarks within the European Higher Education Association (EHEA). In the particular case of Management and Leadership and Study Program, points of reference used as a basis for defining below listed learning outcomes are:

a) European Qualification Framework (EQF);

b) National Qualification Framework (NQF).

**MLS study program learning outcomes:**

It is expected from students to display program’s strength across a range of subjects:

**Knowledge:**

- Including mapping current and future trends in accounting and finance, marketing and communication theory and practices, computing and information systems, Management and Leadership science, organizational behavior, and economics.
- Show understanding of the business issues as business ethics and social responsibility, business law, effect of macro and micro economic phenomena on Management and Leadership decision making, applied mathematics and statistics, international business issues, local and regional economic development.
- Participate in a team environment, influence other team members, encourage participation by other team members, act as a team role model, and perform in a formal team role beyond work responsibilities, in community.

**Skills (applying knowledge):**

- Exhibit Management and Leadership skills to plan, organize, direct, and control the functions and processes of an organization
- Analyze information, solve problems, and make decision from a multidisciplinary perspective
• Apply theories and concepts in Management and Leadership and related fields (accounting, economics, statistics, finance, marketing, human resource Management and Leadership, strategic planning and business law) to various Management and Leadership situations.

• Use effective written and oral communication consistent with the Management and Leadership and professional environment to write a successful business, marketing and financial short-term, mid-term and long-term plan.

• Apply appropriate information technology to analyze and optimize problems, develop business research, report key data, and recommend Management and Leadership strategies and actions.

Professional:

• Apply knowledge of Management and Leadership environment, organizational structure and interests at stake in a conscious way.

• Able to manage private firms, public institutions, different sectors as marketing, research and development, human resources, planning and control.

• Demonstrate appropriate wielding of authority and knowledge of structural capacities of their organization to achieve Management and Leadership and commercial goals.

• Exhibit sound, adept and advanced Management and Leadership and commercial practices based on structural and ethical foundations.

Personal:

• Evaluate strengths and weaknesses, solve problems and make recommendations in Management and Leadership and commercial practices.

• Make responsible choice among alternatives and exhibit problem solving, leading to a list of actions.

• Capable to make analytical study and appraisal, general study skills of problem solving, decision making, and quantitative analysis, including self-managed and co-operative learning.
## Curriculum of the First Study Cycle

Table 1: Management and Leadership and Studies Program Curriculum – First cycle

<table>
<thead>
<tr>
<th>Course group</th>
<th>ECTS</th>
<th>Course name</th>
<th>Course code</th>
<th>Course type</th>
<th>ECTS</th>
<th>Pre-requisite</th>
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</thead>
<tbody>
<tr>
<td>University courses</td>
<td>60</td>
<td>Freshman English</td>
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<tr>
<td></td>
<td></td>
<td>Communication and Reporting</td>
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<td>required</td>
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<tr>
<td></td>
<td></td>
<td>Calculus I</td>
<td>MATH 101</td>
<td>required</td>
<td>6</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Economics</td>
<td>ECON 101</td>
<td>required</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Science and Technology</td>
<td>HUM 101</td>
<td>required</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>History of Civilization</td>
<td>HIST 191</td>
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<tr>
<td></td>
<td></td>
<td>Law and Ethics</td>
<td>SPS 103</td>
<td>required</td>
<td>6</td>
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<td></td>
<td></td>
<td>Spoken Turkish I/Bosnian I</td>
<td>TURK111/BOS111</td>
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<td>2</td>
<td>TURK111/BOS111</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spoken Turkish II/Bosnian II</td>
<td>TURK112/BOS112</td>
<td>required</td>
<td>2</td>
<td>TURK111/BOS111</td>
</tr>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>University elective</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>University elective</td>
<td></td>
<td>elective</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Faculty courses</td>
<td>60</td>
<td>Marketing</td>
<td>MAN205</td>
<td>required</td>
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<td>MAN111</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Business Finance</td>
<td>MAN222</td>
<td>required</td>
<td>6</td>
<td>MAN231</td>
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<td></td>
<td></td>
<td>Financial Accounting</td>
<td>MAN231</td>
<td>required</td>
<td>6</td>
<td>MATH101</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Microeconomics</td>
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<tr>
<td></td>
<td></td>
<td>Macroeconomics</td>
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<tr>
<td></td>
<td></td>
<td>International Political Economics</td>
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<td></td>
<td></td>
<td>Probability and Statistics</td>
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<td>MATH101</td>
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<tr>
<td></td>
<td></td>
<td>Constitutional Law</td>
<td>IR204</td>
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<td></td>
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<td>Contemporary Issues in the Balkans</td>
<td>IR262</td>
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<td></td>
<td></td>
<td>EU Systems</td>
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<tr>
<td>Programme courses</td>
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<td>Human Resource Management and Leadership</td>
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<td>MAN331</td>
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<td></td>
<td></td>
<td>Entrepreneurial and Small Business Management and Leadership</td>
<td>MAN303</td>
<td>required</td>
<td>6</td>
<td>MAN111</td>
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<tr>
<td></td>
<td></td>
<td>Organizational Behavior</td>
<td>MAN304</td>
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<td>MAN331</td>
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<td></td>
<td></td>
<td>Managerial Accounting</td>
<td>MAN321</td>
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<td>6</td>
<td>MAN231</td>
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<tr>
<td></td>
<td></td>
<td>Money and Banking</td>
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<td>required</td>
<td>6</td>
<td>ECON202</td>
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<tr>
<td></td>
<td></td>
<td>Managerial Finance</td>
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<td>MAN222</td>
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<tr>
<td></td>
<td></td>
<td>Contemporary Management and Leadership</td>
<td>MAN331</td>
<td>required</td>
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<tr>
<td></td>
<td></td>
<td>Business Law</td>
<td>MAN332</td>
<td>required</td>
<td>6</td>
<td>SPS103</td>
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<tr>
<td></td>
<td></td>
<td>Strategic Management and Leadership</td>
<td>MAN402</td>
<td>required</td>
<td>6</td>
<td>MAN331</td>
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### Table 1: First Cycle University elective courses list

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Code</th>
<th>ECTS</th>
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<tbody>
<tr>
<td>Calculus II</td>
<td>MATH102</td>
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<tr>
<td>Physics</td>
<td>NS102</td>
<td>6</td>
</tr>
<tr>
<td>Chemistry of Life</td>
<td>NS101</td>
<td>6</td>
</tr>
<tr>
<td>Construction Technologies</td>
<td>ARCH105</td>
<td>6</td>
</tr>
<tr>
<td>General Chemistry</td>
<td>NS104</td>
<td>6</td>
</tr>
<tr>
<td>Basic Design Communication</td>
<td>ARCH101</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Psychology</td>
<td>PSY103</td>
<td>6</td>
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<tr>
<td>Introduction to Visual Communication Design</td>
<td>VA102</td>
<td>6</td>
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<tr>
<td>Introduction to Sociology</td>
<td>SOC102</td>
<td>6</td>
</tr>
<tr>
<td>Introduction to Political Science</td>
<td>POLS102</td>
<td>6</td>
</tr>
<tr>
<td>Management and Leadership</td>
<td>MAN102</td>
<td>6</td>
</tr>
<tr>
<td>Foundations of International Relations</td>
<td>IR102</td>
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<tr>
<td>Globalization and Business</td>
<td>ECON102</td>
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</table>
### Table 3: List of First Cycle Management and Leadership and Program Area Elective Courses

<table>
<thead>
<tr>
<th>Course group</th>
<th>Course name</th>
<th>Course code</th>
<th>ECTS</th>
<th>Pre-requisite</th>
</tr>
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<tbody>
<tr>
<td>Game Theory</td>
<td>ECON310</td>
<td>6</td>
<td></td>
<td>ECON201</td>
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<tr>
<td>Public Economics</td>
<td>ECON320</td>
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<tr>
<td>Financial Institutions and Markets</td>
<td>ECON350</td>
<td>6</td>
<td></td>
<td>ECON202</td>
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<tr>
<td>Time Series Analysis</td>
<td>ECON355</td>
<td>6</td>
<td></td>
<td>ECON211</td>
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<tr>
<td>International Economics</td>
<td>ECON407</td>
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<td></td>
<td>ECON202</td>
</tr>
<tr>
<td>Growth and Development</td>
<td>ECON430</td>
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<td></td>
<td>ECON202</td>
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<tr>
<td>Islamic Economics</td>
<td>ECON454</td>
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<tr>
<td>Media in International Affairs</td>
<td>IR306</td>
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<td></td>
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<tr>
<td>Religion in International Relations</td>
<td>IR309</td>
<td>6</td>
<td></td>
<td></td>
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<tr>
<td>Diplomacy</td>
<td>IR312</td>
<td>6</td>
<td></td>
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<tr>
<td>Politics in Europe</td>
<td>IR342</td>
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<tr>
<td>Political Geography and Geopolitics</td>
<td>IR453</td>
<td>6</td>
<td></td>
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<tr>
<td>Customer Behavior</td>
<td>MAN352</td>
<td>6</td>
<td></td>
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<tr>
<td>Innovation Management and Leadership</td>
<td>MAN406</td>
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<tr>
<td>International Management and Leadership</td>
<td>MAN408</td>
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<td></td>
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<tr>
<td>Investment and Portfolio Management and Leadership</td>
<td>MAN421</td>
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<td>ECON202</td>
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<tr>
<td>International Banking and Finance</td>
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<td>MAN325</td>
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<tr>
<td>E-Business</td>
<td>MAN442</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Marketing</td>
<td>MAN443</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistics and Supply Chain Management and Leadership</td>
<td>MAN454</td>
<td>6</td>
<td>MAN331</td>
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<tr>
<td>Advertising Management and Leadership</td>
<td>MAN464</td>
<td>6</td>
<td></td>
<td></td>
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<tr>
<td>Bachelor Thesis</td>
<td>MAN490</td>
<td>6</td>
<td></td>
<td>All courses finished</td>
</tr>
</tbody>
</table>

### Requirements for Admission to the First Study Cycle

To enroll into the first cycle of studies, a candidate has to have completed four years of secondary education and provide a valid high school diploma.

All instruction at IUS is carried out in English. To be enrolled as a first year student, candidates have to have an advanced knowledge of English. Students must provide international certificates of English language proficiency, such are TOEFL, or IELTS, or an equivalent certificate, in accordance with the criteria established by University regulations.

If a candidate does not possess any certificate which would waive the requirement for taking English Language Proficiency exam (Proficiency exam), candidates are required to pass the
Proficiency Exam organised by English Language School (ELS) at the University.

Candidates who meet all requirements for admission, but who do not pass this test, are required to attend an intensive program (course) for English at the University’s Lifelong Learning Centre, in order to acquire necessary language skills and develop the ability to follow the lectures. While attending the English language course, students are required to submit a request for dormant status for the purpose of preparation for the Proficiency exam and acquiring skills to attend lectures.

General criteria for admission are determined in the public announcement published before each academic year. The ranking of candidates can be made on the basis of the following criteria:

1. Success achieved in high school;
2. Marks received in the interview organized for the candidates during application process;
3. Points earned on the Scholarship test (Aptitude and Math tests) organized by the University for those candidates who applied for scholarship, and
4. Other criteria stipulated in the announcement.

Further short-listing can be done based on the performance achieved during applicants’ secondary education in the subjects relevant to the area of the undergraduate study.

Applicants from the Republic of Turkey, in addition to the previously mentioned admission criteria, have to pass the undergraduate studies entrance exam (LYS - Lisans Yerleştirme SINA V) with the minimal score set by the appropriate government body in charge of higher education in the Republic of Turkey, or they have to achieve at least 1000 points on the SAT (Scholastic Aptitude Test / Scholastic Assessment Test).

Students transferring from other higher education institutions are required to submit application for admission (transfer) along with the official certificate on passed courses (transcript) from previous higher education institution. The request is forwarded to the relevant faculty committee. At the end of transfer process, the faculty dean decides on the application for transfer.

The persons who lose their student status in accordance with the general acts and The Study Rules at the IUS can reclaim their status under the following conditions:

- The University has available infrastructure and human resources to accommodate re-admitted students without any interruption of regular teaching process and everyday operations of the University;
• The student follows the study programme curriculum in current use at the time of re-admission;

• The student has no financial obligations owed to the University.

Students who want to regain their student’s status are required to submit a request and explanation to appropriate University Authorities. The decision on regaining student's status is made by the dean.
Second Study Cycle

Aims and Profile of the Second Study Cycle

The Second Cycle of study expands the students’ knowledge gained during the First Study Cycle by involving the extensive study of subjects, such as Financial and Managerial Accounting and Management and Leadership and Organization. Upon students’ choice to complete Second Cycle studies with a Masters Thesis or a Graduation Research Project, the students will be able to select 4 or 6 elective courses, such as: Financial Management and Leadership, International Business and Marketing Management and Leadership, International Banking and Finance, Advanced Human Resource Management and Leadership (HRM), Advanced Entrepreneurship and Small & Medium Business Management and Leadership, etc. Our Master of Business Administration (MBA) students are taught that managers and organizations must base its existence on performance; four essential types of performance, on which the organization beats, equals or loses to the competition: cost, quality, speed to customers and innovation are studied extensively, in order to teach students to find the ways to deliver the ultimate values in their future organizations and/or personal enterprises.

Having completed successfully the Second Study Cycle of the Management and Leadership and Studies, a student acquires the following title: **Master of Business Administration (MBA).**

Learning Outcomes of the Second Study Cycle

The learning outcomes of the second cycle of studies are formulated along the lines of national and international practice. When defining learning outcomes of Management and Leadership and Study (MLS) Program, clear directives of EQF and NQF are taken into account, the current practices in B&H, the needs of the society, the students, the employers’ representatives and the wider community, foreign and domestic experts and used benchmarks within the European Higher Education Area. Thereference pointsare generallyacceptedguidelines and best practices, standards and normsof individualnational systems of highereducation, as well as guidelines forquality assurance agencies. In the case MLS Study Program, points of reference used as a basis for defining below listed learning outcomes are:

a) European Qualification Framework (EQN);

b) National Qualification Framework (NQF);
After successful completion of the Management and Leadership Studies program at the masters level a student will be able to:

- Create a personal program of work on an on-going basis;
- Study and Learn independently;
- Apply advanced theoretical and computer-based models for solving problems in business administration;
- Apply and adapt appropriate design process and methodologies in unfamiliar situations in order to analyze various international business issues;
- Choose appropriate Management and Leadership techniques to achieve particular objectives;
- Contribute to society through knowledge, competences and skills;
- Work effectively and efficiently within a team;
- Be a successful leader.

Curriculum of the Second Study Cycle

The overview of the Second Study cycle of MLS program is shown in the tables below:

<table>
<thead>
<tr>
<th>Course Group</th>
<th>Total ECTS</th>
<th>Course Code</th>
<th>Course name</th>
<th>Course type</th>
<th>ECTS</th>
<th>Pre-requisite</th>
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</thead>
<tbody>
<tr>
<td>Required Courses</td>
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<td>MBA501</td>
<td>Financial and Managerial Accounting</td>
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<td></td>
<td></td>
<td>MBA521</td>
<td>Management and Leadership and Organization</td>
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<tr>
<td>Elective</td>
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<td>MBA511</td>
<td>Financial Management and Leadership</td>
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<td></td>
<td>MBA518</td>
<td>International Banking and Finance</td>
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<td></td>
<td></td>
<td>MBA524</td>
<td>Advanced Human Resources Management and Leadership</td>
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<td></td>
<td>MBA525</td>
<td>Advanced Entrepreneurship and SBM</td>
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<td></td>
<td>MBA526</td>
<td>Strategic Management and Leadership and Business Policy</td>
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<td></td>
<td>MBA533</td>
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<td>elective</td>
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</tr>
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</table>
### Requirements for Admission to the Second Study Cycle

In addition to general legal conditions, candidates who have completed the first cycle of studies, candidates who have achieved 240 credits, and candidates who have completed undergraduate studies according to pre-Bologna system of education have the right to enroll in the second cycle of study program.

All the individuals who have completed the first cycle of studies and acquired the title of Bachelor in areas of economics, Management and Leadership and other related fields are eligible to apply for admission to the second study cycle of Management and Leadership and Study Programme.

To qualify for admission, students are required to demonstrate that they possess advanced knowledge of the English language with internationally-recognized certification, or by successfully
passing the proficiency test at the University (Proficiency Exam), in accordance with the general rules of the University. In addition, taking a special test or interview may be required to prove the scientific capability to continue at the second cycle of study.

Ranking of candidates for admission at the second cycle of study is conducted on the basis of the following criteria:

- results achieved during the first cycle of study;
- candidate's score at the interview and test which is organized when applying for study program;
- other criteria determined in the announcement.

When the number of candidates who have met the formal requirements for admission is larger than anticipated number of candidates for admission, preference is given to candidates who have achieved a higher overall grade point average in the previous cycle of study and the score achieved at the interview.

**Third Study Cycle**

**Aims and Profile of the Third Study Cycle**

Doctorate in Management and Leadership and Studies program is the highest level of education in the scientific field of business administration. Third Study cycle builds, additionally, upon the knowledge and competencies gained during the First and Second Study Cycles. This study cycle is focusing on qualitative, quantitative and mixed research methods, in addition to Directed Research Project and 6 (six) elective courses, such as: Advanced Financial Accounting Theory, Financial Economics, Corporate Finance and various interactive seminars in: Managerial Accounting, Special Topics in Finance, Investments, Human Resource/Customer Relationship Management and Leadership, etc. In order to be eligible to complete the III Study Cycle of MLS Program, the students have to pass 3 (three) required courses (with 24 ECTS credits) and 6 (six) elective courses (with 36 ECTS credits) totaling 9 (nine) classes or 60 ECTS credits.

Having completed successfully the Third Study Cycle of the Management and Leadership and Studies, a student acquires the following title: **Doctor of Philosophy (Ph.D.) in Management and Leadership and Studies.**

The third cycle of studies lasts three (3) years of study (six semesters), in other words, the extent of the study program is evaluated with 180 credits. Final (doctoral) thesis carries 120 ECTS credits.
Final (PhD) work is made in accordance with the provisions of the Rules of III study cycle.

In the process of making a successful final (doctoral) work it is necessary for the student to first determine „a problem“ or a "subject" or "question" in their areas that need to be “explored” or "solved" or "replied" in the right way. The strategic choice "option" for an answer or solution must also be formulated before the writing of the thesis. At this stage, the main thesis takes shape. Work should be at least 100 pages and should consistently apply the style and format of the sources, all about what a student and mentor must previously agree. Students can extend their final (master's) work, but the newly created work must meet stringent criteria and be better developed, either by citing a large number of literary works, or questioning some more critical ideas and perspectives relevant to a given study.

Students must present and defend their final public (PhD) work before the commission in the form of formal presentations (or defense).

<table>
<thead>
<tr>
<th>Listing of preconditions for successful completion of PhD studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral dissertation</td>
</tr>
<tr>
<td>Subjects and scientific/research work</td>
</tr>
<tr>
<td>Total:</td>
</tr>
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### 1.1 Learning Outcomes of the Third Study Cycle

The learning outcomes of the third cycle of studies are formulated along the lines of national and international practice. When defining learning outcomes of MLS Program, a clear directives of EQF and NQF are taken into account, as well as the current practice in B&H, the needs of the society, the students, the employers and the wider community, foreign and domestic experts and used benchmarks within the European Higher Education Area. Thesereference pointsare generallyacceptedguidelines and best practices, standards and normsof individual national systems of higher education, as well as guidelines for quality assurance agencies. In the case of MLS Program, points of reference used as a basis for defining below listed learning outcomes are:

a) European Qualification Framework (EQF) and

b) National Qualification Framework (NQF).
After successful completion of the Third Cycle Study in Management and Leadership and Studies students are able to:

- Develop critical thinking regarding different research approaches, methods and techniques;
- Use teaching and lecturing skills;
- Approach different disciplines;
- Contribute to society with its knowledge, skills and abilities;
- Understand moral obligation in research;
- Research independently;
- Create original work and share its knowledge with the community;
- Publish scientific work in forms of books, articles, conference papers, etc.

**Curriculum of the Third Study Cycle**

<table>
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<tr>
<th>Course group</th>
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<th>Course code</th>
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**Total** 180

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**Graduate Studies: summary of conditions for successful completion of studies**

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<tr>
<th>Category</th>
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<th>Note:</th>
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<tr>
<td>Courses</td>
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<td>In order to complete III cycle of MLS program, a student has to take 3 required courses (24 ECTS credits) and will be able choose 6 elective courses (worth 36 ECTS credits in total).</td>
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<td>Scientific Activity (Research Seminar)</td>
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<td>One of the required courses is Directed Research Project, BUS 690. It is a project that has to be published in indexed journal or international conference in accordance to the III cycle study rules.</td>
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<td>PhD thesis</td>
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<td>In order to take a PhD Qualification Exam, III Cycle student has to pass 9 course, worth 60 ECTS Credits.</td>
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Admission Requirements for the Third Study Cycle

In addition to the general legal requirements, the right to apply for enrollment to third cycle (doctoral studies) of the study program is granted to all students who have completed Master studies according to the Bologna study model, i.e. candidates who have accomplished 300 ECTS study points, as well as all those who have completed post-graduate studies according to an earlier study model and gained the title of Master of Science (pre-Bologna and Bologna master's studies curriculum), or candidates who have acquired education outside of Bosnia and Herzegovina and who, after the validation and equivalence procedure, are found to have completed adequate education for continuing of their education.

Candidates who have the master degree in Economics or Management and Leadership or other related scientific fields in, are eligible for enrolment in the third cycle of study of Management and Leadership and Study Programme.

Ranking of candidates for enrolment to the third cycle can be based on the following criteria:

- Previous success in the second study cycle, taking into consideration that candidates who have completed post-graduate studies according to an earlier study model and gained the title of Master of Art can be recognized with 60 ECTS in accordance with the Committee’s decision;
- Assessment in the interview or examination organized when candidates are applying for enrolment;
- Other criteria determined by the public announcement.

In the case where the number of candidates who have met the formal requirements for enrolment is larger than approved quota for enrolment, preference is given to candidates who have achieved a higher overall grade point average in the previous cycle of study and the score achieved at the interview.