

SYLLABI

Basic data of the subject	
Academic unit:	Faculty of Management
Program:	Business Management and Entrepreneurship
Course title:	Management,
Level:	Bachelor
Subject status:	Obligatory
Year of studies:	I
Semester:	II
Number of hours per week:	3
Credit value – ECTS:	6
Time / location:	UASF
Subject professor:	
Contact details:	
Course Description	<p>This course provides a broad and solid foundation in the core concepts and key functions of management, including strategic, organizational, operational and human resource management, in the context of a dynamic, globalized and increasingly digitalized environment. Emphasis is placed on developing data-driven decision-making skills, effective leadership and the ability to manage organizational complexity in times of technological transformation. Through contemporary approaches such as innovation management, the application of information technologies and the impact of artificial intelligence on management processes, students will be prepared for the real and diverse challenges that characterize modern public and private organizations. Through this course, students will be introduced to management as a science and profession, to the characteristics of contemporary business and to the organizational context in which businesses operate. The importance of management in the survival, development and growth of organizations will be addressed through the analysis of its role in making timely strategic decisions that help in facing competition and adapting to the economic environment in which they operate. The course also aims for students to gain practical and theoretical knowledge on managerial processes and the main functions of management, including planning, organizing, leading and controlling, as well as to develop critical and analytical skills for solving organizational problems.</p>
Purpose of the course	<p>The basic aim of this course is to provide students with basic and structured knowledge on the roles, responsibilities and main functions of a manager within a business organization and beyond. Through detailed analysis of the external and internal environment in which enterprises operate, students will develop the ability to make managerial decisions with a high degree of effectiveness and strategic adaptation.</p> <p>The course also aims to develop in students a critical and analytical approach to the rational use of contemporary management techniques, as auxiliary tools for improving the</p>

	quality of managerial processes. Through the study of concrete cases and the application of theories in practice, students will be oriented towards building a clear and professional vision on effective management in complex and constantly evolving environments.		
Expected learning outcomes	<p>After completing this course, students will:</p> <ol style="list-style-type: none">1. Explain the historical development of management and the evolution of work organization, identifying the main theoretical contributions and approaches to the field of management. ECTS: 12. Develop organizational structures and apply the fundamental principles of management in practice, in order to achieve organizational efficiency. ECTS: 13. Understand and interpret the features and trends of contemporary management, including strategic, innovative and technological approaches to managing organizations. ECTS: 14. Develop the ability to make reasoned managerial decisions, based on analysis of data and the organizational environment. ECTS: 15. Apply the principles of effective communication, planning, organization and control, as essential components of the managerial process. ECTS: 16. Analyze and adapt managerial strategies to face challenges and changes in the constantly evolving economic, technological and social environments. ECTS: 1.		
Contribution to the student workload (which should correspond to the student's learning outcomes)			
Activity	Hours	Days/week	Total
Lectures	2	15	30
Theoretical exercises/tasks	1	15	15
Practical work	5	1	5
Contacts with teachers – consultations	1	5	5
Preparation for project assignments			
Course project - Test (planning + implementation)	2	2	4
Homework	2	12	24
Student's own study time (in the library or at home)			45
Final exam preparation	4	3	12
Time spent on assessment (tests, final exam)	3	2	6
Projects, presentations, etc.	2	2	4
Total			150
Teaching methodology and learning methodology	<p>This course is taught over a 15-week semester, through regular weekly sessions that include 3 hours of lectures and/or exercises. The teaching is conceived in an integrated manner to reinforce the connection between theoretical knowledge and its applicability in practice, directly contributing to the achievement of the intended learning outcomes.</p> <p>The learning process is based on a combined didactic approach, which includes:</p>		

	<ul style="list-style-type: none"> • Structured lectures using contemporary audio-visual tools (PowerPoint, video materials, etc.), which provide a clear overview of key management concepts in the modern context. • Individual and group exercises, focused on the practical application of management theories, the analysis of case studies, the solution of numerical tasks and the interpretation of results in an analytical manner. • Structured class discussions, which stimulate critical thinking, reflection and the sharing of experiences through professor-student and student-student interaction. • Seminar papers and assignments, which promote the development of research, analytical and professional communication skills in the field of management. • The use of information technology, including the latest digital programs and platforms, to enhance the learning process and simulate real management situations in contemporary organizations. <p>Active student participation is considered essential for the success of the learning process. Students are encouraged to regularly attend all sessions and actively contribute to discussions, case studies and practical work. This methodology aims to strengthen the theoretical and practical competencies of students, preparing them for the role of manager in the dynamic and globalized environments of modern business.</p>
Assessment methods and passing criteria	<p>The Assessment method – is based on three activities – on which the final grade will be built (there may be more activities decided by the course professor):</p> <ul style="list-style-type: none"> • Activity and Engagement in the lesson.....max 10 points (%), • Presentation of the project/seminar paper.....max 20 points (%), • Final exam (or two tests).....max 70 points (%), <p>Passing criteria related to the activities foreseen by the assessment method:</p> <p>1. Activity and Engagement in Learning – is assessed with 10 points (%) out of 100 points (%) possible:</p> <ul style="list-style-type: none"> • Activity in the lesson (5 points (%)) - means that the student is active and involved in interactive discussions between professors and students, students and students, opening up new topics that are related to the subject, providing ideas, opinions, critical thoughts with the aim of stimulating debate during lectures. • Engagement (5 points (%)) - means that the student completes and presents the tasks that are assigned at the end of each lecture and then discussed at the beginning of the next lecture. <p>Goal: Encouraging critical thinking and creative solution of real situations related to the problems posed - related to teaching and learning in the subject module.</p> <p>2. Drafting and presenting a project/seminar paper - is assessed with 20 points out of 100 points (%) possible, Within the semester, the student (can be a group of students – no more than 3 students) must prepare a project/seminar paper (Word and PowerPoint), the same paper must be presented during the hours designated for presentation. The presentation will last a maximum of 15 minutes. The topic of the paper can be proposed by the professor or by the student – the topic proposed by the student must be approved by the professor, and it</p>

must be fully correlated with the course.
The paper is presented to the group and evaluated based on the quality of content, analysis, creativity and ability to present it clearly.

Project/seminar paper evaluation criteria	
Component	Points (%)
Structure and Purpose of the paper	6
Content/explanation of the paper	8
Conclusions drawn and presentation of the paper	6
Total:	20

Goal: development of research, analytical and scientific skills, through addressing a specific topic independently and academically - related to teaching and learning in the subject module.

3. The final exam test is evaluated with 70 points (%) out of 100 points (%) possible,

Within the semester, two Tests (2 x 35 points (%)) are scheduled to be held for students actively engaged in lectures, the first test in the 7th or 8th week and the second test at the end of lectures, the student passes the test if he has at least 18 points (%), since the student is assessed as having passed the first test, then the student can take the second test, the student has the right to take directly the final exam - oral or written. The student will be subject to the final exam test, after the completion of the course lectures and on the exam deadlines determined by the University Senate.

The purpose of the exam is to assess the knowledge, skills, abilities and competencies of the student, related to the learning outcomes foreseen in the material of the lectured course.

The exam test (question form) must be completed individually by the student and the same is evaluated according to the criteria and contains:

- ♦ objective multiple-choice questions, these will be used to assess the student's ability to recall and recognize concepts and course material.....**30 points (%)**,
- ♦ subjective questions of the type of topic for explanation/written answer/tasks - for which the student himself must be able to provide answers related to the material of the lectured course, the same answers will be used to assess the student's understanding and abilities to apply the knowledge acquired in the analysis, synthesis/evaluation of the problem.....**40 points (%)**,

Purpose of the test: to assess the acquisition of learning outcomes and the ability to apply them in practical situations.

The student passes the exam if he/she **collects 50 points (%)** from all activities foreseen by the assessment method,

Grades at UASF:

Grade	ECTS/Grade	Points/Percent (%)	The definition
10	A	90 - 100	Excellent
9	B	80 - 89	Excellent

		8	C	70 - 79	Very good	
		7	D	60 - 69	Good	
		6	E	50 - 59	Sufficient	
		5	FX/F	0 - 49	Insufficient	
Concretization tools – IT		Use of Smartboard, Internet, wireless, computer, projector, PowerPoint, Use of "on-line" platforms and tools to support communication and team collaboration, etc.				
The ratio between the theoretical and practical part of the study		70% - Theory, 30% - Theoretical exercises/tasks, This report aims to analyze the connection between the theoretical knowledge acquired during the lectures provided in the course module and the implementation of practical exercises (practical visits, exercises with students, student quizzes in class, etc.) Of the total 150 hours planned for the course, the division is made according to the ratio of 70% with a focus on theory and 30% on practice. <ul style="list-style-type: none">105 hours are dedicated to theoretical lectures, including the acquisition of basic concepts, methodologies and standards foreseen in the subject module.45 hours are focused on practical exercises, work visits, case studies, group work and development of simulation projects. Distribution of 6 ECTS <ul style="list-style-type: none">❖ 4 ECTS (70%) are dedicated to the theoretical part;❖ 2 ECTS (30%) are dedicated to the theoretical exercises/tasks; This division reflects the balance between acquiring basic concepts and applying them through practical activities.				
Literature						
Basic literature:		1. Stephen P. Robbins, Mary Coulter & David De Cenzo “Foundation of Management”, Eleventh edition, 2020, Pearson, 2. Shyqri LLACI “Manaxhimi”, Tiranë 2012				
Additional literature:		1. A.Loku & E.Neziraj; Authorized Lectures "Fundamentals of Management and Information Technology" Pristina 2022				
<i>Additional information – Scientific Paper from the course professor:</i>		1. A.Loku & N.Loku; Paper; “ <i>Globalization, Automation, and the Future of Work: Examining the Impact of Technological Advancements on the Workforce</i> ”, 2025, Journal: “QUALITY - Access to Success”; ISSN:1582-2559; Paper Link: 20241226_1ca17576-0a92-4e1e-bb12-fdfd2c14b3f4.pdf				
Designed lesson plan:						
Week		The lecture that will be held				
First week		Course Introduction and Introduction to Management; Who are Managers? Why Study Management? Management Functions. Literature: (Robins, Coulter & DeCenzo,2020 Pg. 24-47,) Expected Outcome No. 1, 2 & 5				
Second week		Historical Development of Management Science:				

	<p>Classical Schools, Behavioral School and Quantitative School, New Perspectives in Management, and Modern Management Theories</p> <p>Literature: (Robins, Coulter & DeCenzo, 2020, Pg. 49-56)</p> <p>Expected Outcome No. 1 & 3</p>
Third week	<p>Organizational Culture:</p> <p>Definition of organizational culture and its impact on the work of managers and employees, the external organizational environment and its importance, the role of demographic data in the work environment.</p> <p>Literature: (Robins, Coulter & DeCenzo, 2020 Pg. 56-80)</p> <p>Expected Result No. 3, 5 & 6</p>
Fourth week	<p>Decision Making Process: Quantitative Decision Making Methods,</p> <p>Definition of the Decision Making Process, Conditions Under Which Managers Make Decisions (Certainty, Risk, and Uncertainty). Contemporary Problems Managers Face in Decision Making Today. (Robins, Coulter & DeCenzo 2020 Pg. 110-151)</p> <p>Expected Result No. 3, 5 & 6</p>
Fifth week	<p>Unemployment and the Challenge of personnel in key sectors facing the technological revolution and Artificial Intelligence: Administrative Services, Banking and Insurance Sector, Food Services, Transportation, Data Networks, Education, Arts, Music, Free Trade, Employment, and the Public Sector.</p> <p>Literature: A.Loku & N.Loku; Paper; "Globalization, Automation, and the Future of Work: Examining the Impact of Technological Advancements on the Workforce", 2025,</p> <p>Expected result no. 2, 4 & 6</p>
Sixth week	<p>Basics of Planning:</p> <p>Definition and importance of managerial planning. Strategic management and its importance for managers. Goals and plans: their types and importance. Contemporary issues in planning. Literature: (Robins, Coulter & DeCenzo, 2020, Pg.152-182)</p> <p>Expected result no. 2, 3 & 5</p>
Seventh week	<p>Organizational Structure:</p> <p>Main elements of organizational structure: specialization, departments, authority, responsibility, control, centralization/decentralization and formalization. Random factors that influence structural choice. Models of organizational structures and their challenges</p> <p>Literature: (Robins, Coulter & DeCenzo, 2020, Pg.182-218)</p> <p>Expected result no. 2, 5 & 6</p>
Eighth week	First Test,
Ninth week	<p>Human Resource Management:</p> <p>The process of human resource management and the factors that influence it. Recruitment and selection of employees. Training and development of staff.</p> <p>Literature: (Robins, Coulter & DeCenzo, 2020, Pg. 219-254)</p> <p>Expected result no. 3, 5 & 6</p>
Tenth week	<p>Change and Innovation Management:</p> <p>Definition of organizational change. Strategies for managing resistance to change. Employee reactions to change.</p> <p>Promoting innovation in the organization.</p> <p>Reference: (Robbins, Coulter & DeCenzo, 2020 Pg. 258-286)</p> <p>Expected result no. 3, 5 & 6</p>
Eleventh week	<p>Fundamentals of Individual Behavior: The focus and goals of organizational behavior. what role do attitudes play in job performance? What should</p>

	managers know about personality? What is perception and what influences It? (Robbins, Coulter & DeCenzo, 2020 Pg. 286-320) Expected Outcome No. 4, 5 & 6
Twelfth week	Motivation and Reward: Focus and goals of organizational behavior. The impact of attitudes on performance. the role of personality at work. Perception and factors that influence it. Literature: (Robbins, Coulter & DeCenzo, 2020 Pg. 350-382) Expected result no. 4, 5 & 6
Thirteenth week	Information Systems Management and Artificial Intelligence: Literature: A. Loku & E. Neziraj; „Basics of Management and Information Technology” 2022, Pg. 249-315 Expected result no. 3, 4 & 6
Fourteenth week	Fundamentals of Control and Operations Management: Definition and importance of control. The process of managerial control. Areas that managers should monitor. Contemporary challenges in operations management References: (Robbins, Coulter & DeCenzo, 2020 Pg. 442-503) Expected result no. 3 & 6
Fifteenth week	Test 2 and Final exam
Academic policies and rules of conduct	
The student is obliged to attend lectures regularly and to have correct behavior towards colleagues and University staff, maintaining calm and active engagement in lectures and exercises is mandatory. During lectures and exercises, eating, whispering that hinders work in the classroom and the use of mobile phones are PROHIBITED. At the same time, mobile phones must be turned off or put on silent and not used during lectures or exercises. Lack of academic integrity (including plagiarism, copying another person's work, use of unauthorized aids in exams, cheating, etc.) will not be tolerated. If there are doubts about the authenticity of the work submitted, the professor has the right to ask the student to verify his/her work. This can be done through: repeating the work, written or oral testing, surprise quiz or any other action deemed necessary by the lecturer.	