

SYLLABI

Basic Course Information.			
Academic Unit:		Faculty of Management	
Program:		Business Management and Entrepreneurship	
Course Title:		Small and Medium Enterprises	
Level:		Bachelor	
Course Status:		O	
Year of Study:		III	
Semester:		VI	
Number of Hours per Week:		3	
Credit Value – ECTS:		4	
Time / Location:		UASF	
Course Lecturer:			
Contact Details:			
Course Description		This course provides an in-depth understanding of Small and Medium Enterprises (SMEs), their role in the economy, and their effective management. Students will learn about organizational structures, management strategies, financing, marketing, and innovation in SMEs. A particular focus will be on case studies of successful and unsuccessful enterprises, as well as the development of business plans, providing students with practical skills for managing and growing a business.	
Course Objectives		The objectives of this course are for students to understand the role and importance of SMEs in the economy. To analyze the managerial and operational challenges of SMEs. To develop practical skills through case studies and business plan development. To apply theoretical knowledge to solve real business problems.	
Learning Outcomes		Upon completion of this course, students will be able to: 1. Gain knowledge about the role and importance of Small and Medium Enterprises (SMEs) in the economy, (ECTS: 1) 2. Analyze organizational structures, challenges, and opportunities of SMEs, (ECTS: 0.5) 3. Develop skills for creating and evaluating business plans in the context of SMEs, (ECTS: 0.5) 4. Apply theoretical knowledge to interpret and solve case studies of successful and failed enterprises, (ECTS: 1) 5. Understand the impact of digital transformation and Artificial Intelligence on the management and development of SMEs, (ECTS: 0.5) 6. Be competent to participate in teamwork and practical projects within SME management, (ECTS: 0.5)	
Student Workload Contribution			
Activity	Hour	Day/week	Total
Lectures	2	15	30
Theoretical exercises / Assignments	1	15	15

Practical work / Field visits	5	1	5
Contact hours / Consultations			
Preparation for assignments / Projects			
Course project / Tests (planning + implementation)			
Homework	1	8	8
Self-study (in library or at home)			27
Final exam preparation	3	2	6
Time spent on assessment (tests, final exam)	2	2	4
Projects, presentations, etc.	1	5	5
Total			100
Teaching Methodology	Lectures will be conducted with a student-centered approach, combining theoretical and practical teaching. The course will use lectures, exercises, practical examples, seminar papers, case studies, and periodic assessments. Materials will be presented in audio-visual format using Windows Office programs. The teaching will be interactive, with group discussions and presentations, promoting the practical application of knowledge and active student engagement.		
Assessment Methods and Passing Criteria	<p>Assessment Method – The final grade will be based on three main activities:</p> <ul style="list-style-type: none"> • Class Participation and Engagement – max 10 points (%) • Preparation / Presentation of Project / Seminar Paper – max 10 points (%) • Final Exam (or two tests) – max 80 points (%) <p>Passing criteria related to the activities foreseen by the assessment method:</p> <p>1. Class Participation and Engagement – Maximum 10 points (%) Class participation (10 points): Students actively participate in interactive discussions (professor–student and student–student), propose ideas, provide critical analyses related to entrepreneurship and innovation, and contribute to the development of debates during lectures. Students complete and present assignments and exercises given during lectures, demonstrating analytical skills and critical thinking. Objective: To encourage critical thinking and creative problem-solving in practical situations within the course context.</p> <p>2. Preparation and Presentation of Project / Seminar Paper – Maximum 10 points (%) Students, individually or in groups of up to 2, prepare a project or seminar paper in Word and PowerPoint on a topic approved by the lecturer, fully related to the course content. Presentations are conducted during designated class hours and last a maximum of 15 minutes.</p>		

	<table><tr><th colspan="2">Assessment Criteria for Project / Seminar Paper</th></tr><tr><th>Component</th><th>Point (%)</th></tr><tr><td>Structure and Purpose of the Paper</td><td>3</td></tr><tr><td>Content / Elaboration of the Paper</td><td>4</td></tr><tr><td>Conclusions and Presentation of the Paper</td><td>3</td></tr><tr><td>Total:</td><td>10</td></tr></table> <p>Purpose: To assess the mastery of learning outcomes and the ability to apply them in practical entrepreneurship and innovation scenarios.</p> <p>3. Final Exam – Maximum 80 points (%) During the semester, two tests are planned (2 × 40 points (%))</p> <p>Structure of the Final Exam: Objective / Multiple-Choice Questions: 30 points (%) – to assess basic knowledge and recall of course concepts. Subjective / Thematic Questions: 50 points (%) – to evaluate the student’s ability to understand, analyze, and apply the acquired knowledge in real-world situations. Passing Criteria: A student passes the course if they accumulate at least 50 points (%) from all activities included in the assessment method.</p> <p>Grading at UShAF:</p> <table><tr><th>Grade</th><th>ECTS/Grade</th><th>Percentage (%)</th><th>Definitions / Grading Scale</th></tr><tr><td>10</td><td>A</td><td>90 - 100</td><td>Excellent</td></tr><tr><td>9</td><td>B</td><td>80 - 89</td><td>Excellent</td></tr><tr><td>8</td><td>C</td><td>70 - 79</td><td>Very good</td></tr><tr><td>7</td><td>D</td><td>60 - 69</td><td>Good</td></tr><tr><td>6</td><td>E</td><td>50 - 59</td><td>Sufficient</td></tr><tr><td>5</td><td>FX/F</td><td>0 - 49</td><td>Insufficient</td></tr></table>	Assessment Criteria for Project / Seminar Paper		Component	Point (%)	Structure and Purpose of the Paper	3	Content / Elaboration of the Paper	4	Conclusions and Presentation of the Paper	3	Total:	10	Grade	ECTS/Grade	Percentage (%)	Definitions / Grading Scale	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
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Teaching and Learning Tools	Use of the Smar-board/whiteboard, Internet, wireless networks, computer, projector, PowerPoint, and online platforms and tools to support communication and teamwork, etc.																																								
Ratio between Theoretical and Practical Study	<p>Ratio between Theoretical and Practical Study 70% – Theory 30% – Practical exercises / assignments</p> <p>This ratio aims to analyze the connection between the theoretical knowledge acquired during lectures in the course module and the implementation of practical exercises (practical visits, student exercises, in-class quizzes, etc.). Out of a total of 100 hours allocated for the course, the division is made according to the 70%-30% ratio: 70 hours are dedicated to theoretical lectures, including the acquisition of basic concepts, methodologies, and standards provided in the course module. 30 hours are focused on practical exercises/assignments, analysis of real</p>																																								

	<p>case studies, group work, and project development/simulations. Distribution of 4 ECTS according to the 70%-30% ratio:</p> <p>3 ECTS are allocated to the theoretical part. 1 ECTS is allocated to practical exercises / assignments. This division reflects the balance between mastering core concepts and applying them through practical activities.</p>
Literature	
Basic literature	<ol style="list-style-type: none"> 1. M.Mustafa, E,Kutllovci, B.Krasniqi -Biznesi i Vogël dhe i Mesëm; Botuar në 2006; Riinvest 2. Arta Jashari- Goga- Lgjerata te autorizuaera – Ndermarrjet e vogla dhe te mesme 2025
Additional literature	<ol style="list-style-type: none"> 1. Ilan Bijaoui, 2017, SMEs in an Era of Globalization: International Business and Market Strategies
<u>Additional Information</u> <u>– Scientific Paper by the</u> <u>Course Lecturer</u>	<p>Research paper -.authors : Arta Jashari & Enver Kutllovci 2020. Title – “The impact of human resource management practices on organizational performance case study: manufacturing enterprises in Kosovo” Published in scientific journal: Theory and Practice 21 (1), 222-229” Link: https://www.cceol.com/search/article-detail?id=951060</p>
Designed Teaching Plan	
Weeks	Lecture Schedule / Topics to be Covered”.
First week	<p>Presentation – Introduction of students to the course syllabus, discussion with students about the course, literature, additional materials, planned activities during lectures, and gathering feedback from students, etc. Introduction to the Course – The concept of Small and Medium Enterprises (SMEs), definitions, and classification criteria (EU, OECD, Kosovo). Expected Learning Outcome 1</p>
Second week	<p>The Role of SMEs in the Economy Analyzing the impact of SMEs on economic development, employment, innovation, and competitiveness. Discussion on their role in local and global markets. Expected Learning Outcome 2</p>
Third week	<p>Key Characteristics of SMEs Advantages and disadvantages of SMEs. Flexibility, dynamism, as well as structural and resource-related challenges. Expected Learning Outcome 1 and 2</p>
Fourth week	<p>Strategic Management in SMEs The strategic planning process: vision, mission, objectives. How SMEs adapt strategies under competitive conditions. Expected Learning Outcome 1 and 2</p>
Fifth week	<p>Organizational Structures and Human Resource Management in SMEs Organizational forms in SMEs. Recruitment, motivation, training, and human resource management under constrained conditions. Expected Learning Outcome 1 and 3</p>
Sixth week	<p>Financing of SMEs Internal and external sources of financing. Challenges in securing capital</p>

	and access to loans/grants. Expected Learning Outcome
Seventh week	Test 1 – Summary of Chapters 1–6
Eighth week	Marketing in SMEs Marketing strategies for small enterprises. Brand positioning, customer management, and use of digital channels. Expected Learning Outcome 1 and 2
Ninth week	Innovation and Technology in SMEs Digital transformation. The role of innovation in SME growth. Digital transformation as a tool to increase efficiency and competitiveness. Expected Learning Outcome 1 and 3
Tenth week	Impact of Artificial Intelligence on Financial Management and Decision-Making in SMEs How AI assists SMEs in data analysis, financial management, and improving decision-making. Practical examples. Expected Learning Outcome 1 and 5
Eleventh week	Legal, Fiscal, and Regulatory Environment of SMEs Laws and policies affecting SMEs. Taxes, fiscal procedures, and institutional support. Expected Learning Outcome 3
Twelfth week	Applications of Artificial Intelligence in SME Marketing and Customer Management Use of AI for market segmentation, service personalization, and improving customer experience in SMEs. Expected Learning Outcome 4 and 5
Thirteenth week	Business Plan Development – Key Elements and Practice Structure of the business plan: market analysis, strategy, finances, and risk management. Practical exercises on drafting business plans. Expected Learning Outcome 6
Fourteenth week	Test 2 – Summary of Chapters 8–13
Fifteenth week	Student Presentations Case studies, business plans, and general discussion. Expected Learning Outcome 6
Academic Policies and Code of Conduct	
<p>Students are required to attend lectures regularly and maintain proper behavior towards their peers and university staff. Maintaining order and actively participating in lectures and exercises is mandatory. During lectures and exercises, the following are prohibited: eating, whispering that disrupts class, and the use of mobile phones. Mobile phones must be turned off or set to silent mode and must not be used during lectures or exercises.</p> <p>Academic integrity violations (including plagiarism, copying another person's work, using unauthorized aids during exams, cheating, etc.) will not be tolerated. If there are doubts regarding the authenticity of the submitted work, the lecturer has the right to request the student to verify their work. This may be done through: resubmission of the work, written or oral testing, unannounced quizzes, or any other action deemed necessary by the lecturer.</p>	