



Entrepreneurship and Local Economic Development in
Albania, Kosovo and Macedonia

145061-Tempus-2008-UK-JPHES

NEWSLETTER No. 1

January 2010

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This is the first Newsletter of this Project and aims to explain the outline of the Project as well as report on the activities of the first year of the project: the first planning meeting and first Workshop; country meetings in Albania, Macedonia and Kosovo, the preparation of the Masters programme and its submission to University authorities or Accreditation Agencies; student and staff mobilities and other activities. An Executive Summary of the Project is presented first, followed by the summary of discussions and decisions of the meeting.

Executive Summary of the Project

Aim

To develop the capacity of partner country universities to serve the needs of society at large (both state institutions and private sector) by strengthening their links with the labour market and offering programmes promoting entrepreneurship.

Specific Objectives

Develop an academic programme in Entrepreneurship and Local Economic Development (LED) jointly taught by universities in each partner country.

Develop a training programme in Entrepreneurship for relevant state and local government institutions, also jointly delivered by universities in each partner country.

Establish and consolidate the three-cycle Bologna system together with Quality Assurance procedures and ECTS.

Improve the human capacity of partner country universities by providing upgrading opportunities for their assistants in EU partner universities.

Outputs

1. A new Masters programme in Entrepreneurship and LED (120 ECTS)
2. A training programme in entrepreneurship (equivalent to 60 ECTS)
3. A new 3-cycle (3+2+3 years) academic programme with ECTS and QA procedures in faculties participating in the project
4. Improved human capital of participating universities
5. Purchase of books and equipment

The direct target groups of this Project are the staff of the nine partner country institutions, particularly the younger assistants, students of the new Masters Programme in Entrepreneurship and LED, management personnel of partner enterprises, and staff of ministries, municipalities, chambers of commerce participating in the Training Programme in Entrepreneurship.

The Project will develop the relationship between universities, enterprises, chambers of commerce and the relevant public sector institutions (at national or municipal level) in each country by bringing them together in the process of identifying the specific needs of the labour market and the specific training needs of public sector employees, and preparing the MA Programme and the Training Programme.

List of Partners

Albania

Faculty of Economics, University of Tirana
Faculty of Economics and Agribusiness, Agricultural University of Tirana
Faculty of Economics, University of Elbasan
Albinvest Agency
Chamber of Commerce and Industry of Tirana
Albanian Refining and Marketing of Oil Sh. a., (ARMO)
Albpetrol Sh. a.
Birra Tirana Sh. a.
Global Servis Sh. a.

Kosovo

Faculty of Economics, University of Prishtina
AAB-Riinvest University
Ministry of Trade and Industry
Municipality of Prishtina
Kosovo Chamber of Commerce
Comtrade Computers
Galanteria Group Sh. p. k.

Macedonia

South East European University
Faculty of Economics , State University of Tetovo
Faculty of Economics –Prilep, University of Bitola
Faculty of Economics , "Goce Delcev" University - Stip
Municipality of Tetovo
Economic Chamber of North-West Macedonia
Veze Sharri

EU partners

Staffordshire University, UK (Coordinator)
Vrije Universiteit Brussel, BE
Otto-Friedrich-Universität Bamberg, DE
University of Macedonia, EL
Universita' Politecnica delle Marche, Ancona, IT
Vaxjo University, SE
University of Ljubljana, SI
University of the West of England, UK
University of Wolverhampton, UK

Individual Experts

Dr Milford Bateman, UK
Mr James O'Neill, UK
Prof Dietmar Meyer, HU

Project Coordinator: Prof Iraj Hashi, Staffordshire University, UK
Project Manager: Mrs Jenny Herbert, Staffordshire University, UK

First Planning Meeting and First Workshop

Tetovo, 18-20 March 2009

Summary of Discussions and Decisions

Present at the meeting:

Representatives of all the Partner country universities and six EU universities.

Planning Meeting (18 March 2009)

The meeting was opened by Professor Alajdin Abazi, Rector, South East European University, Tetovo who welcomed the delegates. Dr. Dennis Farrington, President of the SEEU Foundation Board also welcomed the visiting colleagues and wished them a successful Project.

1. Introduction of partners and colleagues present

2. Introducing the Project by Professor Iraj Hashi

- Summary of the main objectives and outcomes
- Budgetary issues – Reduction of about 300,000 € in the proposed budget and the need to reduce the scale of some activities in order to meet the new budget. A revised budget outline was proposed by the Coordinator and discussed. The revised budget involves the following changes (with approximate savings)
 - No change in staff costs in Albania (AL) and Kosovo (XK) as proposed by the Commission
 - Reduction of the length of visits by teaching staff from 4 to 3 weeks (but not to the level of one week as suggested by the European Commission)
 - Reduction of honoraria to EU staff (from 700 to 600 € per week)
 - Reduction of approximately 5% in ‘cost of stay’ associated with mobilities (E-W and W-E)
 - Reduction of cost of stay of Workshops in partner countries to the level allowed for partner country participants (e.g., the cost of stay of this meeting would be calculated on the basis of what participants from Macedonia are entitled to)
 - Reduction of the number of assistants on 3-month mobilities from 36 to 27 (3 per institution)
 - Bringing forward the first Workshop of the Project (dealing with the Bologna system) and combining it with the kick off meeting
 - Reducing the number of senior staff visits from partner country institutions (AL, MK and XK) to EU universities in connection with the Bologna system
- Despite the above changes, we still need to save an additional 40,000 €. It is therefore essential that every opportunity for saving is used.
- Co-Financing. The Project requires a co-financing of 5% (approximately 50,000 €). It was proposed that this would be met by three main methods
 - The reduction of approximately 5% in ‘cost of stay’ associated with all mobilities
 - Equipment purchased by partner country universities for participating faculties which contribute to the activities of this Project can be included (details of such equipment and their invoices are needed by the Project Manager)

- EU staff (mainly contact persons) will complete an additional Convention for the time they spend on Project activities (in addition to the time for which they are recompensed)

3. Presentation of the partner country institutions and their specific requirements.

All nine partner country universities (in AL, MK and XK) made a brief presentation of their universities or faculties, the current state of the implementation of the Bologna system (particularly the second and third cycles of studies), whether they were planning to start a doctoral programme or not, and their needs.

4. Presentation of EU universities.

All six EU universities present at the meeting made a presentation of their universities and what they can offer the Project participants.

5. The Masters Programme in Entrepreneurship and Local Economic Development (ELED).

There was extensive discussion of the structure of this programme. Since the circulation of this programme in February a number of suggestions had been made by various project partners and a number of queries were raised. There was a general agreement on the following points:

- That the programme is a Masters Level programme (in Albania it would be Second Level Diploma)
- It would consist of 3 semesters of coursework and one semester of dissertation
- There will be one programme in each country (AL, MK and XK), located in one of the partner universities.
- Colleagues from all universities in each country would contribute to the programme. The number of subjects for each university would depend on the expertise of their staff and their willingness to take responsibility for a number of subjects
- EU colleagues will also contribute to the teaching of the programme during the life of the project
- It would be desirable to have some colleagues teach on the programme in more than one country
- In Albania, the programme will be based in Faculty of Economics, University of Tirana.
- There was some discussion about the desirability of the programme in Macedonia to be based in Skopje, in the premises of SEEU. Further discussions are needed to finalise the arrangements in Macedonia.
- In Kosovo there has been agreement on both institutions teaching the subjects but further discussion is needed to decide on the location of the programme.

The allocation of modules between universities in each country had been discussed earlier and some agreements were reached. It was also agreed that further discussions will be held between the four universities in Macedonia, and the two universities in Kosovo, to finalise the allocation of modules. The Project coordinator will organise these meetings (see below for the follow up on this action and the final allocation of modules between partner universities).

6. Important financial and administrative matters.

Although there will be a separate session specifically aimed at financial and administrative procedures for administrators and contact persons at all partner country institutions, there was a general overview of important issues which all colleagues participating in Project activities need to be aware of and follow. These are:

- Local Project Administrators in each country. Dr. Besa Shahini (Albania), Dr. Gazmend Qorraj (Kosovo) and Mr. Luan Eshtrefi (Macedonia) are the Local Administrators of the Project. They are the link between universities in each country and the Grantholder/Project Manager. Together with an academic colleague, they will operate the specially opened Project bank account in each country. All purchases of tickets, equipment and other items have to go through Local Administrators. Since the meeting in March, Prof Gazmend Qorraj has resigned from his duties as the Administrator in Kosovo (due to additional engagements) and has been replaced by Ms Sevdie Alshiqi.
- All expenditure needs documents to show that an activity has taken place and resources have been spent during that activity (purchased or own resources).
 - For travel: travel agent's invoice, the customer page of the ticket and boarding passes (for electronic tickets, the print out showing the itinerary and price of tickets and boarding passes); tickets for train, bus, taxi, tram, and other means of transport. Travel by own car is subject to an allowance for mileage (22 cent per kilometre). This should be checked with the Project Manager before travelling. For air travel, the cheapest tickets must be purchased.
 - For hotel accommodation and meals no receipts are required. Payment is on a per diem basis (the table used for this project was distributed to the participants and is provided in Appendix 1) and must be supported by an Individual Grantholder's Report (IGR).
 - For the purchase of equipment (especially large items and multiple purchases), 2 to 3 quotes are necessary before the purchase. Then an invoice is needed. The invoice must be made to the University where the equipment will be installed. For small equipment and consumables two quotes are not necessary. VAT should not appear on the invoice; Tempus will not pay VAT. There are procedures in place to obtain a letter from the Ministry of Finance or Ministry of Education for retailers certifying that the equipment purchased for the Project is exempt from VAT. The local Tempus Office will help with this.
 - For the time spent on the academic and administrative management of the Project, a Convention has to be completed by the person involved, signed by his/her dean of the Faculty and stamped (to certify that the work has been performed).
 - One message must be conveyed clearly to all participants in project activities: **NO DOCUMENTS – NO MONEY**

7. Nomination of assistants for 3-month visits and their allocation to EU universities.

Most partner country universities had suggested the names of assistants for 3-month mobilities in EU universities together with their area of specialisation and research, the courses they teach and their linguistic abilities. The Coordinator will consult with EU colleagues and try to match the assistants to appropriate EU partners in order to ensure that assistants attend a University where they can receive close supervision and support not just for their own doctoral research but also for the subjects they teach. Once the agreement on the allocation is reached, Local Administrators can contact the host institution directly to organise the assistants' visit.

Workshop on the Bologna System (2nd and 3rd cycle) (19 March 2009)

The Workshop was opened by the Rector of the State University of Tetovo, Professor Sadi Bexheti who welcomed the participants and wished them a successful day.

1. Two-Year Masters Programme

Partner country institutions from the three countries made a brief presentation of their second cycle economics and business programmes. The two-year Masters programmes are generally well established and running in the two Kosovar partner institutions as well as in SUT and SEEU in Macedonia. At the Faculties of Economics in Prilep and Stip, the two-year Masters programme has been prepared but it is not yet in operation.

The situation in Albania is very different from other countries. Firstly, they do not use the terms 'Bachelors' and 'Masters' but 'First Level Diploma' and 'Second Level Diploma'. Secondly, the three institutions are at different stages of the implementation of the '3+2' programme. At UT, the Faculty of Economics is preparing a range of two year programmes in economics and business for submission to the Ministry and the Accreditation Agency. The programmes consist of three semesters of course work and one semester of dissertation work. They are referred to as 'DND' programmes. At AUT, a 'Second Level Diploma' programme has already started. At UE, the second level diploma programme is on the agenda of the Faculty of Economics but not in the immediate future. The shortage of qualified staff with doctorates is the main reason.

The version of the programme presented at the Workshop attracted much comment from the audience, in particular because each of the programmes consisted of modules in largely one discipline (3 semesters of marketing modules, or 3 semesters of accounting modules, etc.). It was suggested that business and management education at Masters level should be aimed at training specialists not just with the knowledge of their own specialist area but also with other functional areas of business in order to develop the relationship between different areas of business and produce rounded graduates. Attention was also drawn to the potential cost of running too many modules. The general view was that the programme and students would benefit from having a common first year or at least first semester for all business and management programmes. This would also help generate a common spirit amongst the larger group of students.

As an initial response to the specific needs of the University of Tirana, it was agreed that one of the EU partners should select an experienced member of staff with the experience of preparing and managing Masters programmes and send him/her to Tirana for detailed discussions on course structures (see below for the follow-up on this action).

Another general comment from the audience was that the participating universities from Albania should try to engage the Ministry of Education in a serious debate with a view to adopting the title of 'Masters' instead of 'DND' and bring Albanian education into conformity with other European universities.

2. Three-Year Doctoral Programmes

With the exception of the Faculty of Economics University of Prishtina which started a new-style doctoral programme some two years ago, none of the other universities have prepared a doctoral programme yet. Indeed, none of the universities have recruited any students to the Bologna style doctoral programme, despite the fact that all of them wish to start their doctoral studies.

The EU partners presented their doctoral programmes, showing that there is a wide range of doctoral programmes in operation in the EU. Some universities, e.g., in the UK, still operate old style doctoral degrees with little or no coursework element. Indeed some universities in Germany and Belgium still operate on the basis of this system (Bamberg and the Free University of Brussels). Most EU partners, however, have adopted the Bologna arrangement, with some coursework ranging from 30 to 60 ECTS credits. The coursework primarily focuses on research methods, aiming at strengthening the students' ability to engage in independent research in specific fields of study.

Colleagues from the Faculty of Economics Prilep presented the results of a recent Tempus project on doctoral studies to the audience. This project recommended a coursework element worth 90 ECTS credits (almost three semesters) and a thesis. This is, of course, not the official position of the government and individual universities have to apply for accreditation of their doctoral programme individually – something which none of the partners (nor any other university) has done yet in Macedonia.

Colleagues from the University of Tirana explained the official position of the Albanian Ministry of Education that doctoral programmes must contain coursework (taught element) worth 60 ECTS credits (2 semesters).

The general consensus of the meeting was that some coursework (around one to two semesters) concentrating on research methods is beneficial for doctoral programmes. Additional subject specialism in the specific field of the student's research project would also be useful. However, the cost of teaching classes with very small numbers of students could be overbearing for some institutions. The following model was presented by the Coordinator as a possible solution for most of the partner institutions. This is based on a taught element of 60 ECTS credits over two semesters and two years of work on the dissertation (120 ECTS).

A doctoral programme model

Courses	Semester 1	Semester 2
Research Methods in Economics and Business	15	
Further Research Methods in Economics or Finance or Management		15
Seminars in specialist subjects (macroeconomics, microeconomics, finance, management and organisation, marketing, tourism, informatics)	15	
Research Proposal (and academic writing)		15
Dissertation	Semesters 3-6, 120 ECTS	

3. Doctoral supervisors (mentors) and their training

There was also extensive discussion on the qualifications of mentors (supervisors) for doctoral students as well as the need for training mentors. There was general agreement that mentors have to be research active, experienced and specialist in the subject of students' doctoral theses. In order to develop experience, it is necessary for a member of staff to be part of a

supervisory team for a period before taking up the responsibility of being the principal supervisor of a student.

Many universities in the UK require the staff who intend to supervise doctoral students to undertake a specialist training programme on teaching and learning in higher education. The training involves reflections on the person's own experience of writing a thesis, observing supervisory sessions, acting as the second supervisor and, finally, writing this experience as a paper.

It was suggested that at a later stage, in association with the approval of a doctoral programme in partner universities, the Project will organise a mentor training course for the staff of participating institutions.

Workshop on Administrative and Financial Procedures (Friday 20 March 2009)

A special Workshop was organised by the Project Manager (Mrs. Jenny Herbert) for Project Administrators and Contact Persons at partner country universities. The aim of this Workshop was to discuss the financial rules and regulations and administrative procedures governing the Project. The following issues were discussed in detail:

- The Local Coordinators in each country will be responsible for the overall academic and administrative management of the Project in conjunction with the Project Coordinator at Staffordshire University.
- The Local Administrators in each country will be responsible for the day-to-day running of the Project in their country (mobilities, equipment, contacts with other non-university partners, etc.) in conjunction with the Project Manager at Staffordshire University.
- Opening of a bank account in each of the three countries (AL, MK and XS). This has already been done in Albania and is in progress in Kosovo and Macedonia .
- Procedures for spending money from the bank account
- Documents which should be kept by the Administrators for each item of expenditure are:
 - For mobilities: an Individual Grant Holder's Report (IGR), the travel agent's invoice, boarding cards, the customer part of air ticket or a copy of the e-ticket, tickets for other forms of travel (bus, train, etc.). Taxis can be used only if there is no other form of transport or there is a specific reason for doing so.
 - For visas: the receipt for issuing a visa by the relevant embassy;
 - For equipment: two quotes from retailers, the invoice made to the partner university, signed and stamped;
 - For consumables (photocopying material, cartridges, paper, folders, etc.): the receipt from a retailer;
 - For staff time: a convention according to the sample provided in the contract, signed by the Dean of the Faculty and stamped;
 - For other items of expenditure (which usually come under other costs): a receipt.
- Given that some colleagues may be careless about retaining the necessary travel documents for delivery to the Administrators, it was suggested that colleagues should receive 80% of their cost of stay before embarking on their journey and be paid the remaining 20% after they return and hand the documents to the Administrator.

- An information sheet to be produced by the Project Manager and translated by the Administrators containing essential information about mobilities should be given to all colleagues embarking on a staff or student mobility.
- Given the strict and urgent need to economise, Administrators should arrange for the purchase of air travel tickets for all travelling staff and ensure that the price of tickets is the lowest possible price. It is recommended that they negotiate with one travel agent to ensure low prices and reliable service.
- The Administrators would be responsible for making arrangements for accommodation of visiting EU staff to their universities, contacting the host universities to make arrangements for mobilities.
- The Administrators would be responsible for keeping a detailed spreadsheet of all expenditure from the Project Bank Account, and also an individual spreadsheet for each person travelling, listing all items of expense for that person.

ACTIVITIES UNDERTAKEN BY PARTNERS FOLLOWING THE FIRST PLANNING MEETING AND WORKSHOP

Following the first planning meeting of the Project, there were several meetings between the Project Coordinator, Project Manager and partner universities in each of the three countries and also further consultation by email and telephone with EU and partner country institutions to agree on further details of project activities.

Macedonia. In June 2009, the representatives of the four universities in Macedonia met in Skopje to discuss the allocation of teaching between the four universities and the arrangements for the establishment of the Masters degree. It was agreed that the MA programme will be held at the SEEU premises in Skopje; the division of modules was almost finalised (with one or two modules needing further discussion); the costing of the programme was discussed and SUT colleagues agreed to prepare costings in order to decide on the level of tuition fee for the programme.

In September 2009 another meeting was held at SEEU where the procedures for obtaining University approval and submission to the Accreditation Agency were discussed.

Albania. In September 2009, the representatives of the University of Tirana and Agricultural University of Tirana held a meeting in Tirana to discuss the progress of the Project, including the finalisation of the Masters programme and staff mobilities. It was agreed that, under the current circumstances in Albania with the new Bologna style masters degrees of the Economics Faculty still under discussion, it would be better to establish a new profile in Entrepreneurship in the current MBA programme of the Faculty and run it as soon as possible (during the academic year 2009-2010).

Kosovo. In October 2009, the new Dean and Vice Dean of the Faculty of Economics Prishtina (Prof S Ahmeti and Prof N Reshidi, respectively) and the representatives of AAB-Rinvest University (Prof M Mustafa and Prof Y Havolli) met with the Project Coordinator and Project Manager and agreed on the procedure for the preparation of the final version of the Masters programme and its submission to the Accreditation Agency. Further meetings and discussions were held on the selection of a new Administrator (Ms Sevdie Alshiqi) and a new Faculty Contact person (Prof N Reshidi) and student and staff mobilities.

As a result of these meetings and other contacts there has been much progress in the implementation of project activities. These are briefly summarised below.

1. Masters Programme

The final version of the programme in each of the three countries and the provisional staff allocation are shown in Appendix 2. The programme has slightly different subjects in each country due to the specific conditions of each country and the available expertise in partner country institutions.

2. Three month mobilities for assistants

Nine assistants from partner country institutions have undertaken 2-3 month mobilities to EU universities in the first semester of 2009-10 in order to spend an intensive period working on their PhD research and updating their teaching materials. These are shown in the following table.

Home Institution	Name	Host institution	Duration
University of Tirana, AL	Eglantina Zykaj	Free University of Brussels, BE	3 months
Agricultural University of Tirana, AL	Edmond Kadiu	Staffordshire University, UK	3 months
University of Elbasan, AL	Alketa Vangjeli	Universita Politecnica della Marche, Ancona, IT	3 months
University of Elbasan, AL	Gjergji Shqau	Universita Politecnica della Marche, Ancona, IT	3 months
AAB-Riinvest University, Prishtina, XK	Alban Hashani	Staffordshire University, UK	2 months
SEEU, Tetovo, MK	Sadudin Ibrahim	Vaxjo University, SE	3 months
SEEU, Tetovo, MK	Gadaf Rexhepi	University of Wolverhampton, UK	3 months
Goce Delcev University, Stip, MK	Stevan Garber	Bamberg University, DE	3 months
Goce Delcev University, Stip, MK	Borjan Gorgiev	University of West of England, UK	3 months

Several more mobilities have been arranged for the second semester to Slovenia, Greece and UK (SU and UWE), and will be reported in the next newsletter.

3. Short visits of senior staff from partner country universities to EU partner universities

These visits were for the purposes of fact finding on aspects of the implementation of the Bologna system, with particular reference to postgraduate programmes (Masters and Doctoral). The following short visits took place during 2009:

Home institution	Name	Host institution	Date
University of Tirana, AL	Prof. Andrea Koxhaj Prof. Albana Çami Prof. Beshir Ciceri Prof. Kozeta Sevrani	Staffordshire University, UK and University of West of England, UK	May 2009
University of Tirana, AL Agriculture	Prof. Dhori Kule Prof. Omer Stringa Dr. Besa Shahini	Università Politecnica delle Marche, Ancona, IT	November 2009

University of Tirana, AL	Prof. Fatos Harizaj		
Agricultural University of Tirana, AL	Prof. Drini Salko Prof. Kristaq Pata Prof. Donika Kercini	Staffordshire University, UK and University of Wolverhampton, UK	November 2009

Further visits are planned in 2010.

4. Longer visits for the purpose of curriculum development

Prof Astrit Rexhepi from AAB-Riinvest University, Prishtina, XK to Staffordshire University for 2 weeks in September 2009

5. EU Staff Visits

In April 2009, Dr. Carole Williams, Director of the Postgraduate Business Programme at Staffordshire University visited Albania and had intensive discussions with colleagues in the Faculty of Economics, University of Tirana about their Masters programme. She produced a detailed report with recommendations on how to improve the draft programme.

In July 2009, Prof Janez Prasnikar, University of Ljubljana visited the Faculty of Economics, University of Tirana for the purpose of consultation on their Masters and Doctoral programmes.

6. Purchase of Books and Equipment

A number of books have been purchased for and delivered to the following partner universities:
Tirana University, AL

Agricultural University of Tirana, AL

University of Prishtina, XK

AAB-Riinvest University, XK

Goce-Delcev University, Stip, MK

The three Albanian universities have organised the purchase of equipment, including: laptop computers, printers, LCD projectors, video projectors and photocopiers.

In Macedonia, after some delays in obtaining the necessary paperwork and certificates for the exemption of VAT on purchases paid for by the Tempus project, it is hoped that the purchase of equipment will commence in the New Year for all Macedonian partner universities.

In Kosovo, both partner universities are investigating the possibility of purchasing video conferencing equipment out of their share of the equipment budget. We have contacted the Tempus Office to obtain their agreement to co-funding this equipment.

January 2010
Professor Iraj Hashi
Grantholder

Mrs. Jenny Herbert
Project Manager

APPENDIX 1:

Tempus ELED – Project Costs of Stay and Co-Financing

Duration	PROJECT Costs of stay for international mobility	FULL Costs of stay for international mobility	Amount of Co-Fin	PROJECT Costs of stay for partner country staff within their own partner country	FULL Costs of stay for partner country staff within their own partner country	Amount of Co-Fin
1 day	145	150	5	75	80	5
2 days	280	292	12	145	150	5
3 days	410	434	24	210	220	10
4 days	545	576	31	275	290	15
5 days	680	718	38	340	360	20
6 days	820	860	40	405	430	25
1 week	950	1000	50	470	500	30
Between 8-13 days, per day	80	85.71	5.71	66		
2 weeks	1520	1600	80	750	800	50
Between 15-20 days, per day	67	71.43	4.43	27		
3 weeks	1990	2100	110	930	1000	70
Between 22-27 days, per day	54	57.14	3.14	33		
4 weeks	2375	2500	125	1160	1250	90

Appendix 2. MA ELED Programme in three countries with provisional allocation of modules to partner universities

Albania	Kosovo	Macedonia	EU staff
Core Modules	Core Modules	Core Modules	
Managerial Economics (UT)	Managerial Economics Prof I Mustafa/ F Xhellili	Managerial Economics Dr. F Besimi (SEEU)	Hashi/Jegers/Prasnikar Hadziprokopiou
	Economics of Development and Transition Prof P Gashi/ Prof S Selmanaj	Economics of Development and Transition Prof M Shukarov (SEEU)	Seyf/Canullo/Hashi/ Redek
Entrepreneurship (UT)	Entrepreneurship Prof M Mustafa/ Prof S Merovci	Entrepreneurship Prof I Zeqiri (SEEU)	Machold/Goldstein/ Papadopoulos
	LED in SEE countries Prof M Badiviku/ Prof R Mustafa	LED in SEE countries Prof A Bexheti (SEEU)	Bateman
	EU Integration and SME Development Prof M Sadiku/ Prof G Qorra	EU Integration and SME Development Dr. V Ramadani/Mr. L Eshtrefi (SEEU)	Canullo/Korovilas/ Mrak
Research Method Prof E Skreli (AUT)	Research Method Prof A Ajeti/ Prof V Toci/Prof Y Havolli	Research Method Prof. M Baseska-Gjorgijoska (Prilep);	Machold/Wang/Leys
International Business (UT)	International Business Prof P Gashi/ Prof B Beqaj	International Business Prof. S Xhaferi (SUT)/	Seyf/Cook/Law/ UPMA
Management and Organisational Behaviour (esp. SMEs) Dr. E Kushi (Elbasan)	SME Management Prof J Pula/ B Krasniqi	Management of SMEs Prof. M Matlievska (Stip)	Wang/Papadopoulos/ O'Neill
Rural Economic Development Dr. E Dashi (AUT)			
Strategic Management (with emphasis on SMEs); (UT)			Williams
Managerial Accounting for SMEs (UT)			O'Neill
Financial Management (UT)			

Appendix 2 (Continued). MA ELED Programme in three countries with provisional allocation of modules to partner universities

Albania	Kosovo	Macedonia	EU staff
Option Modules	Option Modules	Option Modules	
	Macroeconomic Business Environment and SME Development Prof M Sadiku	Macroeconomic Business Environment and SME Development Prof P Pollozhani (SUT)	Machold/Wang/ Hashi/Canullo
Law of Business (including EU Laws and Regulations) (UT)	EU and International Business Laws and Regulations Prof K Sejdiu		Williams/Wood
Active Labour Market Policy and LED (UT)	Active Labour Market Policy and LED Prof A Hoti	Active Labour Market Policy and LED Prof D Nikoloski (Prilep)	Niklasson/Adnett/ Domadenik
Business Ethics (UT)	Business Ethics and CSR <u>Prof Y Havolli</u>	Business Ethics and CSR	Douglas
Management Information System (UT)	Management Information System <u>Prof A Rexhepi/ M. Berisha</u>	Management Information System	
	Financial Accounting for SMEs Prof S Ahmeti/ Prof R Asllanaj	Financial Accounting for SMEs Prof P Nikoloski (Prilep)/ Prof. E. Iseni (SUT)	O'Neill
Public Procurement (UT)	Market Research for SMEs <u>Prof N Reshidi/ Prof R Livoreka</u>	Marketing for SMEs Prof H Aliu (SUT)	
LED in SEE countries (UT)			Bateman
EU Integration and SME Development (UT)			