



УНИВЕРЗИТЕТ У БАЊОЈ ЛУЦИ
UNIVERSITY OF BANJA LUKA
ЕКОНОМСКИ ФАКУЛТЕТ
FACULTY OF ECONOMICS



Report on the Justification of Amendments and Supplements to the
Study Programme

***INTERNATIONAL MASTER IN BUSINESS
ADMINISTRATION – MBA***

Banja Luka, 2024

1. BASIC INFORMATION ON THE HIGHER EDUCATION INSTITUTION	
Name of the higher education institution	University of Banja Luka
Address of the higher education institution	Bulevar vojvode Petra Bojovića 1A, 78 000 Banja Luka Republika Srpska, Bosnia and Herzegovina
E-mail of the higher education institution	info@unibl.org
Number and date of the operating licence of the higher education institution	07.23-602-3009/09 of 22 June 2009 07.2-9616/07 of 28 December 2007
Number and date of the accreditation decision of the higher education institution	01/1.4.92-7/18 of 26 March 2019 05-33-1-102-49/19 of 27 March 2024
Title of the study programme subject to amendments and/or supplements	International Master in Business Administration – MBA
Name of the faculty/academy delivering the study programme	Faculty of Economics, University of Banja Luka
Number of study programmes delivered at the faculty/academy	☐ First cycle - 2
	☐ Second cycle - 8
	☐ Third cycle - 1
	☐ Integrated studies
Total number of study programmes delivered by the higher education institution (active study programmes)	☐ First cycle 62
	☐ Second cycle 68
	☐ Third cycle 15
	☐ Integrated studies 3
Full name of the person authorised to represent the higher education institution	Prof. Dr Radoslav Gajanin, Rector

2. BASIC INFORMATION ON THE STUDY PROGRAMME	
Title of the study programme	International Master in Business Administration – MBA
Level of the study programme	☐ First cycle
	☒ <u>Second cycle</u>
	☐ Third cycle
	☐ Integrated studies
Type of studies	☒ <u>Academic</u>
	☐ Professional
Field of education of the study programme ¹	3 Social Sciences, Business, Administration and Law

¹ Pursuant to Articles 22 and 23 of the Law on Higher Education of Republika Srpska, the field of education is stated for first- and second-cycle study programmes, and the scientific or artistic area for third-cycle study programmes; [Rulebook on Fields of Education](#) (Official Gazette of Republika Srpska, No. 64/21)

Scientific/artistic area of the study programme	Scientific area 5.0.0 Social Sciences; scientific field 5.2.0 Economics and Business, in accordance with the Rulebook on Amendments to the Rulebook on Scientific and Artistic Areas, Fields and Sub-fields of the Ministry for Scientific and Technological Development, Higher Education and Information Society of Republika Srpska.
Duration of the study programme	One year, two semesters
Workload expressed in ECTS credits	60 ECTS
Mode of study ²	Full-time
Total planned duration of student internship within the study programme	5 hours per week over 15 weeks of the second semester, i.e. 75 hours per year
Professional/academic or scientific/artistic title awarded upon completion of the study programme ³	Master of Business Administration – 300 ECTS
Admission requirements for students from Republika Srpska and Bosnia and Herzegovina, and from abroad	In accordance with the Rules of Study for the First and Second Cycle of Studies at the University of Banja Luka and the Rules on Amendments and Supplements to the Rules of Study for the First and Second Cycle of Studies, the following candidates are eligible to apply for admission: 1) candidates who have completed relevant four-year first-cycle academic studies worth 240 ECTS credits; 2) candidates who have completed relevant integrated first- and second-cycle academic studies worth 300 ECTS credits. Candidates who completed first-cycle studies abroad must initiate the procedure for the evaluation of their foreign higher education document, in accordance with the general act regulating the recognition of foreign educational qualifications for the purpose of continuing education at the University and the equivalence of previously acquired academic titles at the University, i.e. pursuant to the provisions of the Rulebook on the Recognition of Foreign Educational Qualifications for the Purpose of Continuing Education at the University of Banja Luka. By way of exception, diplomas obtained in the Republic of Serbia are not subject to the recognition procedure, in accordance with the provisions of the Agreement on Mutual Recognition of Educational Documents and Regulation of Status Issues of Pupils and Students (Official Gazette of Republika Srpska, No. 79/05). Detailed admission requirements for the study programme “<i>International Master in Business Administration - MBA</i>” are set out in the <i>Decision on Admission Requirements and</i>

² Pursuant to Article 18 of the Law on Higher Education of Republika Srpska, higher education may be pursued on a full-time or part-time basis, and may also be organised through distance learning

³ [Rulebook on Amendments to the Rulebook on the List of Professional, Academic and Scientific Titles](#) (Official Gazette of Republika Srpska, No. 83/15)

	<i>the Appointment of the Committee for Conducting the Admission Procedure for Second-Cycle Studies at the Faculty of Economics, University of Banja Luka, for the 2024/2025 Academic Year.</i> Under this Decision, candidates applying for the second-cycle study programme “ <i>International Master in Business and Administration</i> ” are not required to take an entrance examination. Applicants will be ranked on the basis of their performance in first-cycle studies or in relevant integrated first- and second-cycle academic studies, and an interview.
Final thesis	☐ No final thesis
	☐ Final thesis – diploma thesis
	☒ <u>Master's thesis</u>
	☐ Doctoral dissertation
Body, date and number of the decision authorising delivery of the study programme	Ministry of Education and Culture of Republika Srpska, 3 March 2014, Licence to Deliver the Study Programme No. 07.023./612-329-1-1/12 of 3 March 2014
Academic year in which delivery of the study programme began	2014/2015 academic year
Previous amendments and supplements to the study programme (academic year of implementation, decision number and date)	-
Academic year in which delivery of the revised/supplemented study programme is planned to begin	2024/2025 academic year
Language of instruction	English
Has the study programme undergone external evaluation, and if so, when?	No
Number and date of the accreditation decision for the study programme	Decision on Fulfilment of the Requirements for Delivering the Study Programme No. 07.023./612-329-1/12 of 25 January 2014
Planned annual enrolment	20 students per year
Web address with information on the study programme	mba.ef.unibl.org
Full name and title of the programme director	Prof. Dr Jovo Ateljević

3. JUSTIFICATION OF THE AMENDMENTS AND/OR SUPPLEMENTS TO THE STUDY PROGRAMME

Purpose of the study programme	The vision of the first-cycle academic study programme is, through a complementary approach and a higher level of education for students who have completed first-cycle/integrated studies, to maintain and enhance the leading position of the Faculty of Economics of the University of Banja Luka in Republika Srpska and Bosnia and Herzegovina, and to demonstrate the presence of the Faculty at the international level. This second-cycle study programme, “<i>International Master in Business Administration - MBA</i>”, responds to the needs of the labour market and to the increased interest of international students in this institution. The purpose of this second-cycle study programme is to keep pace with dynamic changes in the economic environment by meeting the need for new competences, knowledge and skills required by companies and the business sector as well as by public institutions. The study programme “<i>International Master in Business Administration - MBA</i>” focuses on individual, specific and narrowly specialised knowledge in the fields of business economics and international relations. The study programme is intended to develop competent educational profiles that are in demand on the labour market, whose holders will find employment effectively and contribute to the development of society, while also contributing to the internationalisation of the Faculty of Economics at the global level.
Programme objectives	The main objective of this first-cycle academic study programme is to educate specialists in narrow specialist areas within the scientific field of economics who will be qualified to perform complex and managerial tasks in the economy, in government and non-profit institutions and organisations, and to engage in scientific research. The objective of the study programme is reflected in the effort to prepare students to solve concrete problems in economics and business economics (management and business). The study programmes enable students to acquire the knowledge and master the skills necessary for performing highly complex managerial and analytical tasks in various areas of economics. Generally speaking, the objectives of this study programme include preparing future masters of economics for: – the application of advanced and more complex methods of analysing cause-and-effect relationships and linkages in economic theory and economic reality, as well as the application of modern quantitative and qualitative research methods as a basis for business decision-making, while minimising risk in the uncertain and turbulent environment of government, for-profit and non-profit organisations; – successfully performing, independently or in a team, executive, managerial and leadership tasks in the field of economics, particularly in finance, accounting and auditing, international economics, management, entrepreneurship, logistics and engineering management, in all organisations regardless of their activity, in the financial sector and the government and non-governmental sectors, in large enterprises as well as in micro, small and medium-sized enterprises.

Programme-level learning outcomes	Upon completion of the study programme, the student will: – possess knowledge of current theory and techniques of the main business disciplines. – be able to demonstrate leadership skills and the ability to work effectively in a team. – understand cross-cultural differences in a business context – understand the ethical implications of business decision-making and recognise ethical issues. – improve professional written and verbal communication skills. – possess critical thinking skills and a multidisciplinary approach to problem solving. – understand global perspectives and challenges, including the growing problems with global supply chains. – acquire skills in data analysis and interpretation for business decision-making. – be able to analyse data using technology to solve business problems. In addition to general skills, the student will master certain specific skills, such as: – implementing analytical techniques in Excel – developing an effective pricing strategy – using relevant internet platforms for e-business and e-commerce – selecting human resources – identifying sources of competitive advantage through differentiation – assessing the financial health of a company using financial statements – being qualified to prepare and evaluate financial statements and make business forecasts.
Student competences stated in the Diploma Supplement	Students who complete the academic study programme “<i>International Master of Business Administration</i>” acquire a broad range of competences for the labour market in the field of business economics, with an emphasis on the internationalisation of business entities. Students will acquire basic and specialist knowledge of managerial economics, business finance, the strategic orientation of business, innovation and an entrepreneurial approach to business and problem solving, as well as the international aspects of business and the application of technology. Students will be qualified to find optimal solutions in the management of business entities in line with international trends, technological change and corporate social awareness, applying basic knowledge of economic theory and decision science. Students will be able to analyse business problems independently and in a team, and to analyse ways of optimising business performance. Students will be qualified to encourage and initiate product, service and process innovation, and to commercialise such innovation successfully on the market. In addition, they will be qualified to think strategically and to manage a company or an organisational unit on the global market, to apply different leadership styles, techniques and methods of technology project management and advanced marketing methods, and to propose

	competitive approaches to supply chain management. Students will be qualified to carry out financial analysis of companies and make investment decisions, and to understand the importance of financial institutions and the functioning of the public sector.
Scope of amendments to the study programme	☐ Revision of the study programme ☒ Amendments and/or supplements ☐ Minor amendments and/or supplements
Rationale for the amendments and/or supplements to the study programme (reason and purpose)	The need to amend and supplement the existing study programme arose from the effort to harmonise it with the applicable legislation and the guidelines of the Standards for the Accreditation of Study Programmes, and from the increased interest of international students in attending second-cycle studies in English. With the aim of modernising the curriculum of the study programme “<i>International Master in Business Administration - MBA</i>” and raising the quality and attractiveness of the study programme, particularly for international students, this Report proposes certain amendments. The proposed amendments are in line with Article 26 of the Law on Higher Education and with the guidelines set out in the document Standards for the Accreditation of First- and Second-Cycle Study Programmes of the Higher Education Agency of Republika Srpska. Several amendments stand out in the proposed curriculum structure of the study programme “<i>International Master in Business Administration - MBA</i>”. Instead of the compulsory course Advanced Research Methodology (compulsory status, 1+0 hours in the first semester and 1+1 hours in the second semester, 2 ECTS credits), the course Managerial Economics is proposed (compulsory status, 2+2 hours in the first semester, 5 ECTS credits), a course included in the study programmes of a large number of international MBA programmes. This course is essential for all candidates (students) engaged in the management of companies, and especially for candidates (students) whose undergraduate studies were not in economics. Integrating this course into the MBA programme ensures that all students, regardless of their previous academic background, acquire the solid economic foundations needed to run a business successfully. With regard to compulsory courses, the proposed curriculum structure also includes the course Logistics and Supply Chain Management (elective status, 2+2 hours in the first semester, 5 ECTS credits), a course addressing current issues that have preoccupied companies and economic policy-makers in the recent period. The knowledge and skills acquired through this course enable students to manage logistics operations effectively and to deal with supply chain challenges, which directly contributes to the competitiveness and efficiency of companies. This course, together with one course from the list of electives, Cross-border E-commerce (2+2 hours in the second semester, 5 ECTS credits), was added with the aim of establishing cooperation with the School of Economics of Jiangsu University, China, in the exchange of students and teaching staff within one of the MBA programmes. Furthermore, to increase the attractiveness of the study programme for international students, the introduction of the

	course Business in the Global South is proposed, with elective status. The Faculty of Economics of the University of Banja Luka, with the support of the Confucius Institute at the University of Banja Luka, is engaged in multidimensional cooperation with Jiangsu University in Zhenjiang, China. The amendments proposed in this Report are also a result of this cooperation. Among other things, this cooperation opens up significant opportunities for recruiting students from China as well as from other Asian countries. As a country on the border of the European Union, Bosnia and Herzegovina offers a unique advantage to incoming students. This geographical position gives students insight into business practices and markets both within the European Union and in transition economies, and fosters the development of skills needed to work in a cross-border and multicultural environment. Some of the proposed changes are minor in scope and concern: course titles (e.g. the title of the course Strategic Leadership and Organisational Behaviour has been changed – previous title: Leadership and Organisational Behaviour); the status of existing courses (e.g. the course Advanced Marketing changes its status from compulsory to elective); and the assignment of courses to semesters (e.g. the compulsory course Corporate Finance is delivered in the first semester instead of the second), in order to adapt to changes in the market and in the research landscape. The detailed amendments are explicitly explained in the <i>Decision on Amendments and Supplements to the Curriculum of the Second-Cycle Study Programme “International Master in Business Administration – MBA”</i> No. 13/3.400-VI-13/24, adopted by the Scientific and Teaching Council on 25 March 2024. The guidelines of the Standards for the Accreditation of First- and Second-Cycle Study Programmes of the Higher Education Agency of Republika Srpska require that elective courses account for at least 30% of the total number of ECTS credits in the curriculum structure. To this end, ECTS credits have been redistributed, giving the graduate academic (master's) studies the necessary flexibility. Of a total of 9 courses, the internship and the final thesis, 4 courses are electives. Each elective course in the first semester carries 5 ECTS credits and each elective course in the second semester carries 4 ECTS credits, which amounts to 30% of the total number of ECTS credits for the academic year In order to comply with the guidelines of the Standards for the Accreditation of First- and Second-Cycle Study Programmes, a compulsory internship has also been introduced in the second semester, for which 3 ECTS credits are awarded. In addition, in line with the guidelines of the Standards, the structure of the study programme includes, in appropriate proportions, three groups of courses: – core, – professional, specialist-professional and applied-professional, and – complementary and general courses.
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	Within the structure of the study programme, the following courses belong to the group of <i>core courses</i>: Managerial Economics, Corporate Finance, Entrepreneurship, Innovation and Business Opportunities, and International Business. In addition to the compulsory internship, the following courses belong to the group of <i>professional, specialist-professional and applied-professional courses</i>: Strategic Management, Advanced Marketing, Logistics and Global Supply Chains, Financial Reporting and Controlling, Strategic Leadership and Organisational Behaviour, Cross-border E-commerce, Business Environment, Global Capital Markets and Currencies, and Business in the Global South. The group of <i>complementary and general courses</i> includes the following courses: Technology and Operations Management, and Business, Government and Society.
Were stakeholders (students, alumni, representatives of industry and practice) consulted in the course of the amendments and/or supplements? Explain briefly.	The <i>Decision on the Appointment of the Committee for Drafting the Proposal for Amendments to the Curriculum and the Report on the Justification of Delivering the Second-Cycle Study Programme “International Master in Business Administration – MBA”</i>, No. 13/3.1364-II-6/23 of 20 November 2023, was adopted. The Committee's task was to compare the curriculum of the Faculty of Economics with the curricula of faculties of economics in the region and to propose amendments in line with labour market trends and needs, which would create the preconditions and opportunities for students of domestic and foreign higher education institutions to continue their studies at the second cycle The Faculty of Economics of the University of Banja Luka, with the support of the Confucius Institute at the University of Banja Luka, is engaged in multidimensional cooperation with Jiangsu University in Zhenjiang, China. The amendments proposed in this Report are also a result of this cooperation. Among other things, this cooperation opens up significant opportunities for recruiting students from China as well as from other Asian countries. As a country on the border of the European Union, Bosnia and Herzegovina offers a unique advantage to incoming students, and also enables the academic exchange of teaching staff.
Other information relevant to the delivery of the study programme	-

4. CURRICULUM OF THE STUDY PROGRAMME

Planned number of hours for individual courses, course status, distribution by year and number of ECTS credits (**Table 1 – Curriculum of the study programme**)⁴

Semester		I (first)						
No.	Course title	Compulsory or elective course	Lecture hours	Exercise hours	Lab exercise hours	Internship hours	Total course hours	Course ECTS credits
1	<i>Managerial Economics</i>	C	2	2	0	0	4	5
2	<i>Corporate Finance</i>	C	2	2	0	0	4	5
3	<i>Strategic Management</i>	C	2	2	0	0	4	5
4	<i>Entrepreneurship, innovation, and business opportunities</i>	C	2	2	0	0	4	5
5	<i>Elective Subject 1</i>	E	2	2	0	0	4	5
6	<i>Elective Subject 2</i>	E	2	2	0	0	4	5
Total hours per week			12	12	0	0	24	
Total ECTS credits per semester								30
Semester		II (second)						
No.	Course title	Compulsory or elective course	Lecture hours	Exercise hours	Lab exercise hours	Internship hours	Total course hours	Course ECTS credits
7	<i>International Business</i>	C	2	2	0	0	4	4
8	<i>Elective Subject 3</i>	E	2	2	0	0	4	4
9	<i>Elective Subject 4</i>	E	2	2	0	0	4	4
10	<i>Internship</i>	C	0	0	0	5	5	3
11	<i>Final thesis preparation and defense</i>	C	7	0	0	0	7	15
Total hours per week			13	6	0	5	24	
Total ECTS credits per semester								30

⁴ Table 1 is to be completed for each semester within the planned duration of the study programme. Hours are stated on a weekly basis

List of teaching staff

No.	Compulsory courses	Teacher(s)
First semester		
1.	Managerial Economics	Dr Matea Zlatković Radaković, Assistant Professor Dr Zoran Borović, Assistant Professor Dr Mladen Rebić, Full Professor
2.	Corporate Finance	Dr Tajana Serdar Raković, Associate Professor Dr Željana Jovičić, Associate Professor Dr Goran Radivojac, Full Professor Georgios Panos, PhD
3.	Strategic Management	Dr Jovo Ateljević, Full Professor Dr Igor Todorović, Full Professor Dr Dragana Došenović, Assistant Professor Francis B. Frimpong, PhD
4.	Entrepreneurship, innovation, and business opportunities	Dr Saša Petković, Full Professor Dr Bojan Ćudić Donato Iacobucci, PhD
Second semester		
5.	International Business	Dr Dragan Gligorić, Associate Professor Dr Jelena Trivić, Associate Professor Dr Marko Đogo, Associate Professor Vassilis K. Fouskas, PhD

No.	Elective courses	Teacher(s)
Elective Subject 1 and Elective Subject 2		
6.	Advanced Marketing	Dr Perica Macura, Full Professor Dr Nikola Gluhović, Full Professor Dr Neven Šerić Dr Saša Veljković, Full Professor
7.	Logistic and Supply-chain management	Dr Jovo Ateljević, Full Professor Dr Jelena Trivić, Associate Professor Dr Predrag Bjelić, Full Professor Yaping Qu, PhD
8.	Business, Government and Society	Dr Stevo Pucar, Full Professor Dr Dragana Vilić, Full Professor Dr Biljana Srdić Gojković, Assistant Professor William Bartlet, PhD
9.	Financial Reporting and Controlling	Dr Jelena Poljašević, Full Professor Dr Predrag Gajić, Full Professor Dr Bobana Čegar, Assistant Professor
10.	Strategic Leadership and Organizational Behaviour	Dr Branka Zolak Poljašević, Associate Professor Dr Dragan Milovanović, Associate Professor Dr Dragana Došenović, Assistant Professor Dr Nemanja Berber, Associate Professor
11.	Foreign Language – English*	Dr Milica Bogdanović, Foreign Language Lecturer
Elective Subject 3 and Elective Subject 4		
12.	Technology and Operational Management	Dr Ljubiša Mičić, Assistant Professor Prof. Dr Jasna Prester Dr Goran Janjić, Full Professor
13.	Cross-border E-commerce	Dr Jovo Ateljević, Full Professor Dr Ljubiša Mičić, Assistant Professor Marianna Sigala, PhD Mingyue Fan, PhD

14.	<i>Business Environment</i>	Dr Igor Todorović, Full Professor Dr Slaviša Kovačević, Full Professor Shampa Roy-Mukherjee, PhD William Bartlet, PhD
15.	<i>Global Capital Markets and Currencies</i>	Dr Dejan Mikerević, Full Professor Dr Branka Topić-Pavković, Associate Professor Dr Goran Radivojac, Full Professor Dr Boško Mekinjić, Associate Professor
16.	<i>Business in the Global South</i>	Dr Dragan Gligorić, Associate Professor Dr Ognjen Erić, Assistant Professor Dr Jelena Trivić, Associate Professor Francis B. Frimpong, PhD

***Note on the choice of elective courses and the optional course:**

Students choose two elective courses in each semester. Each elective course in the first semester carries 5 ECTS credits, and each elective course in the second semester carries 4 ECTS credits. The exception is the course *Foreign Language – English*, which has the status of an *optional course* and is assigned 2 ECTS credits; it is intended to give students the opportunity to improve their existing language proficiency and to follow classes more easily. Depending on candidates' interest, the course *Foreign Language – English* will be delivered in the first semester of the academic year, with 2 lecture hours per week.

In accordance with Article 19 of the [Law on Higher Education of Republika Srpska](#) (Official Gazette of Republika Srpska, No. 67/20), Article 102 of the [Statute of the University of Banja Luka](#), Article 55 of the [Statute of the Faculty of Economics, University of Banja Luka](#) and Article 30 of the [Rules of Study for the First and Second Cycle of Studies at the University of Banja Luka](#), an internship is organised within this study programme. The detailed procedure for carrying out the internship, as well as the rights and obligations of candidates attending it, are defined in the [Instructions for Second-Cycle Students on Attending the Internship for the English-Language Study Programme “International Master in Business and Administration – 60 ECTS”](#). Within this study programme, the Faculty of Economics of the University of Banja Luka requires students to complete an internship, for which 3 ECTS credits are awarded. The internship takes place during the second semester of the second-cycle academic year and lasts 15 weeks, 5 hours per week, i.e. a total of 75 hours per year.

Final master's thesis

The purpose of the final thesis is for the student to demonstrate the ability to approach independently a problem from the specific, common and general areas of the profession for which they have been trained during their studies, using literature, theoretical or empirical research, social practice and the fundamentals of the methodology of the relevant discipline. The final thesis is prepared in accordance with Article 25, paragraph (5), of the [Law on Higher Education of Republika Srpska](#) (Official Gazette of Republika Srpska, No. 67/20) and Article 69 of the [Rules of Study for the First and Second Cycle of Studies at the University of Banja Luka](#). At its 3rd session, held on 21 December 2010, the Scientific and Teaching Council of the Faculty of Economics, University of Banja Luka, adopted a supplement to the [Instructions for Writing Professional and Scientific Papers](#), which describes in detail the procedure for the registration, preparation and defence of the final master's thesis within the second cycle of studies.

Registration, preparation and defence of the final thesis within the second cycle of Bologna studies at the Faculty of Economics, University of Banja Luka

The final master's thesis is an independent piece of work in which the student addresses a chosen topic by applying the methodology of the social sciences and the methods, techniques, procedures and instruments of scientific research. In addition, the student demonstrates that they have mastered the curriculum, acquired the necessary knowledge and become qualified to apply it. In the final thesis, the student should provide evidence of the ability to integrate knowledge and formulate judgements with limited information, and to communicate their conclusions, knowledge and arguments to the

professional and scientific community. The results presented in the final master's thesis should contribute to:

- the systematisation of scientific or professional tasks and existing solutions in a particular area;
- solving a current scientific or professional task set as the objective of the thesis;
- the application of existing scientific or professional achievements in solving a complex professional task.

The preparation of the final thesis – master's thesis (hereinafter: master's thesis) consists of:

- preparation of the master's thesis topic application,
- preparation of the master's thesis,
- defence of the master's thesis.

Preparation of the master's thesis topic application

Master's thesis proposal

The candidate writes a master's thesis application of 5–10 pages, which should contain the following:

- Introduction (research problem; subject of research; research objectives, with mandatory statement of scientific and social objectives; research hypotheses – main and auxiliary hypotheses);
- Theoretical basis of the research;
- Research methods;
- Expected professional and scientific results of the research
- Research timeline;
- Brief explanation of the preliminary content of the thesis by parts and sections;
- Initial list of references;
- A short biography of the candidate.

Procedure for registration and defence of the final thesis

- The candidate acquires the right to register the master's thesis after attending the lectures provided for by the Curriculum and passing the examinations, or if they have only one outstanding examination.
- The candidate proposes a supervisor who holds an appointment in the narrow scientific field from which the topic is proposed.
- The application for approval of the topic is submitted to the Scientific and Teaching Council in three copies (plus an electronic version) via the registry office.
- The application must be signed by the candidate, the supervisor and the postgraduate studies officer.
- The candidate's home department reviews the application, provides suggestions on it, proposes the appointment of the supervisor and proposes the Committee for the Evaluation and Defence of the Final Thesis.
- The topic application is reviewed by the Committee for Postgraduate Studies and Doctorates, which gives its consent to the application and to the proposed supervisor and Committee for the Evaluation and Defence of the Final Thesis.
- The Scientific and Teaching Council approves the topic and appoints the supervisor and the Committee for the Evaluation and Defence of the Master's Thesis.

Preparation of the master's thesis

Structure of the final thesis

- The first chapter contains introductory considerations (research problem; subject of research; research objectives, with mandatory statement of scientific and social objectives; research hypotheses – main and auxiliary hypotheses);
- The second chapter contains the theoretical basis of the thesis.

- The central chapter (one or more) covers aspects of addressing the problem, and of data collection and analysis using appropriate scientific methods.
- Presentation of the research results and their interpretation.
- Discussion (comparison of the confirmed hypotheses with other relevant research).
- Scientific and professional results of the research.
- Conclusions and recommendations for further research.
- List of references.

Length of the thesis

The master's thesis should be 60 to 80 pages of text, or 20,000–25,000 words, excluding references and appendices. The technical formatting of the master's thesis should comply with the Instructions for Writing Professional and Scientific Papers of the Faculty of Economics in Banja Luka.

Defence of the master's thesis

Procedure for applying for the evaluation and defence of the master's thesis

The completed master's thesis may be submitted only after the student has passed all examinations and fulfilled all other obligations of the master's studies. The candidate submits the request for the evaluation and defence of the master's thesis to the Scientific and Teaching Council of the Faculty of Economics, University of Banja Luka, via the registry office and the Student Services Office, together with four copies of the completed master's thesis (softbound). The request referred to in the preceding paragraph contains: the application, the supervisor's consent that the thesis meets the criteria set out in the explanation of the topic, and a report from the official records on the candidate's examinations and ECTS credits. The Scientific and Teaching Council of the Faculty of Economics, University of Banja Luka, appoints a three-member Committee, at least one member of which is from another university. The Committee for the Evaluation and Defence of the Master's Thesis is required to prepare and submit the Report on the master's thesis within 30 days of receiving the request. The Report on the evaluation of the master's thesis contains the following elements: information on the Committee, information on the candidate, the title of the master's thesis, an overview of the master's thesis, an assessment of the characteristics of the thesis, an evaluation of individual parts of the master's thesis, the final assessment of the master's thesis, and the Committee's proposal. The home department and the Committee for Postgraduate Studies and Doctorates review and adopt the Committee's Report on the master's thesis and forward the Report to the Scientific and Teaching Council of the Faculty of Economics, University of Banja Luka, for adoption. The Scientific and Teaching Council of the Faculty of Economics, University of Banja Luka, makes the final decision on the adoption of the Committee's Report, i.e. on the acceptance of the final thesis, and the decision on scheduling the defence. If the Committee for Postgraduate Studies and Doctorates or the Scientific and Teaching Council of the Faculty of Economics, University of Banja Luka, does not accept the final thesis, the candidate may make corrections in line with the comments or submit a new final thesis topic application within 30 days of receiving the rejection decision. The decision on the adoption of the report and the date of the defence is delivered to the student and published on the notice board, i.e. the website of the Faculty of Economics, University of Banja Luka. Via the registry office, the candidate submits to the Student Services Office seven copies of the technically finalised thesis (hardbound, plus an electronic version). The public defence is scheduled and announced on the Faculty website at least 7 days before the scheduled date of the defence of the final thesis. The presentation and oral defence of the master's thesis follow this protocol:

- Opening of the defence procedure by the Committee;
- The candidate presents the main objectives and results of the research (up to 30 min);
- The Committee gives its comments and asks questions (10–15 min), followed by a 15-minute break;
- The candidate answers the questions (10–15 min);
- The Committee withdraws for deliberation;
- The Committee secretary keeps the minutes, which form an integral part of the decision;
- The minutes and the decision are signed by the Committee members and the secretary;

The Chair of the Committee announces the final Decision.

5. PLANNED NUMBER OF TEACHERS AND ASSOCIATES		
Total number of teachers planned for teaching on the study programme		46
Number of teachers employed full-time at the higher education institution planned for teaching on the study programme		24
Number of teachers not employed at the higher education institution planned for teaching on the new study programme	Full-time employment contract	-
	Service contract	22
Total number of associates planned for teaching on the study programme		-
Number of associates employed full-time at the higher education institution planned for teaching on the study programme		-
Number of associates not employed at the higher education institution planned for teaching on the new study programme	Full-time employment contract	-
	Service contract	-

Attachments:

1. Course Book
2. Home Institution Affiliation