

**DESCRIPTION OF THE COLLEGE**

| <b>GENERAL INFORMATION</b>                |                                                              |         |
|-------------------------------------------|--------------------------------------------------------------|---------|
| <b>Course Holder</b>                      | mr. sc. Ratka Jurković                                       |         |
| <b>Name of the College</b>                | Economics and Business Analysis                              |         |
| <b>Study program</b>                      | Professional Undergraduate Study of Finance and Business Law |         |
| <b>Status of the College</b>              | Mandatory                                                    |         |
| <b>Code</b>                               | EIAP-20                                                      |         |
| <b>Year</b>                               | Year 3                                                       |         |
| <b>Point value and method of teaching</b> | <b>ECTS Student Workload Coefficient</b>                     | 6       |
|                                           | <b>Number of hours (P+H+S)</b>                               | 30+30+0 |

| <b>DESCRIPTION OF THE COLLEGE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1. <i>Objectives of the course</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>Students are expected to develop:</p> <p>a) General competencies</p> <ul style="list-style-type: none"> <li>• The Rise of Professional Integrity</li> <li>• Learning about the importance of business analysis in the business of the company</li> <li>• Independent decision-making in the field of business analysis</li> </ul> <p>b) Specific competencies</p> <ul style="list-style-type: none"> <li>• Applying appropriate analytical techniques in the analysis of operational operations</li> <li>• making judgments on the application of analytical techniques in business decision-making</li> <li>• Use of appropriate structured analytical techniques</li> </ul> |
| 1.2. <i>Requirements for enrolment in the course</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

### 1.3. *Expected learning outcomes for the course*

**Students should be able to:**

- 1. Argue business/competitive analysis, the concept of analytical management, the context of competitive analysis and analytical management, and the phases of the analytical process.**
- 2. Apply analytical techniques in the analysis of operational operations.**
- 3. Apply analytical techniques in the financial analysis of the company.**
- 4. Apply Structured Analytical Techniques 1/2**
- 5. Apply structured analytical techniques 2/2**
- 6. Apply analytical techniques in business decision-making.**

### 1.4. *The content of the course*

Introduction

- Introductory Concepts of Competitive Analysis and Analytical Techniques
- Analytical Management
- Analytical errors and misconceptions
- Taxonomy of analytical techniques

Business Analytical Techniques

- Business Model Analysis
- Porter's 5 Forces and Value Chain Analysis
- McKinsey Model 7S

Analytical techniques in the financial analysis of companies

- Financial analysis of the Balance Sheet – horizontal and vertical
- Financial analysis of the Profit and Loss Account – horizontal and vertical
- Analysis by financial indicators
- The Power of Earning

Structured Analytical Techniques

- PESTEL
- Model 9 Force

- SWOT/TOWS

#### Structured Analytical Techniques

- Analysis of the external environment through the analysis of national cultures
- Hofstede's model
- Proxemics and chronemics
- Hall's low-to-high-contextuality model

#### Analytical Techniques in Business Decision-Making

- Introduction to decision-making
- Decision-making models
- Discrimination in business decision-making.
- Discrimination: examples from business practice

#### 1.5. Types of teaching (put X)

☒ Lectures

☐ Seminars and workshops

☒ Exercises

☐ Distance education

☐ Field Teaching

☐ Independent tasks

☐ Multimedia & Network

☐ Laboratory

☐ mentoring work

☐ other \_\_\_\_\_

#### 1.6. Obligations of students

*Student obligations are prescribed in detail by the Statute, the Study Regulations and the Instructions on Student Obligations.*

*The key obligations of students are:*

*ATTENDANCE AT CLASSES: students are obliged to attend classes, actively follow lectures and exercises and participate constructively in classes, and in order to acquire the right to take the exam, it is necessary to attend classes in the percentages prescribed by the Study Regulations. For each student, their presence in class is recorded through the Infoeduka digital office system. The minimum commitments are;*

- *Full-time students must attend at least 70% of the total number of classes to be eligible to sign.*
- *Part-time students need to attend at least 50% of the total number of teaching hours to be eligible to sign.*

*EXAM: in order to achieve a positive grade in the subject, it is necessary to achieve at least 54 points in the subject, but also at least 50% of points for each learning outcome. The method of taking the exam is described in more detail in the item Assessment and evaluation of students' work during classes and at the final exam.*

*\*FINAL EXAM – a student who has not met the conditions for passing the exam during the continuous examination (has achieved a total of at least 54 points in the course and*

met the lower point threshold for the acquisition of each learning outcome, i.e. at least 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.

*1.7. Monitoring of student work (add X with the appropriate form of monitoring)*

|              |   |                                    |  |            |  |                   |  |
|--------------|---|------------------------------------|--|------------|--|-------------------|--|
| Attendance   | x | Teaching activity                  |  | Term paper |  | Experimental work |  |
| Written exam | x | Oral exam                          |  | Essay      |  | Research          |  |
| Design       |   | Continuous assessment of knowledge |  | Paper      |  | Practical work    |  |
| Portfolio    |   |                                    |  |            |  |                   |  |

*1.8. Assessment and evaluation of students' work during classes and at the final exam*

*Assessment and evaluation of students' work during classes and at the final exam is carried out on the basis of the Study Regulations of the EFFECTUS University of Applied Sciences.*

*Allocation of points according to forms of student performance monitoring*

|    | Attendance | Written exam | Design | Term paper | Practical work | Total |
|----|------------|--------------|--------|------------|----------------|-------|
| I1 |            | 16           |        |            |                | 16    |
| I2 |            | 16           |        |            |                | 16    |
| I3 |            | 16           |        |            |                | 16    |

|                |   |    |  |  |  |     |
|----------------|---|----|--|--|--|-----|
| I4             |   | 16 |  |  |  | 16  |
| I5             |   | 16 |  |  |  | 16  |
| I6             |   | 16 |  |  |  | 16  |
| OUT OF THE BOX | 4 |    |  |  |  |     |
| TOTAL          | 4 | 16 |  |  |  | 100 |

*Linking learning outcomes, teaching methods and methods of assessment of knowledge:*

| <b>Forms of Tracking</b> | <b>Learning outcomes</b>                                                                                                                                                                        | <b>Teaching method</b>        | <b>Method of assessment of knowledge</b>               | <b>Maximum number of rating points</b> |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------|----------------------------------------|
| <i>Attendance</i>        | <i>1-6</i>                                                                                                                                                                                      | <i>Lectures and exercises</i> | <i>Record Sheets</i>                                   | <i>4</i>                               |
| <i>Written exam</i>      | <i>OUTCOME 1<br/>Argue business/competitive analysis, the concept of analytical management, the context of competitive analysis and analytical management, and the phases of the analytical</i> | <i>Lecture</i>                | <i>Essay Questions, Problem and Quantitative Tasks</i> | <i>96</i>                              |
|                          |                                                                                                                                                                                                 | <i>Asking questions</i>       |                                                        |                                        |
|                          |                                                                                                                                                                                                 | <i>Discussion</i>             |                                                        |                                        |

|              |                                                                                                   |                                                                                  |          |            |
|--------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------|------------|
|              | <i>process.</i>                                                                                   |                                                                                  |          |            |
|              | <i>OUTCOME 2</i><br><i>Apply analytical techniques in the analysis of operational operations.</i> | <i>Guided training</i><br><i>Open questions</i>                                  |          |            |
|              |                                                                                                   | <i>Training and feedback</i>                                                     |          |            |
|              | <i>OUTCOME 3</i><br><i>Apply analytical techniques in the financial analysis of the company.</i>  | <i>Guided training</i>                                                           |          |            |
|              |                                                                                                   | <i>Problem-based teaching</i>                                                    |          |            |
|              |                                                                                                   | <i>Individual and Group tasks that test the ability to identify and classify</i> |          |            |
|              | <i>OUTCOME 4</i><br><i>Apply structured analytical techniques 1/2.</i>                            | <i>Lecture</i>                                                                   |          |            |
|              |                                                                                                   | <i>Individual and Group tasks that test the ability to identify and classify</i> |          |            |
|              | <i>OUTCOME 5</i><br><i>Apply structured analytical techniques 2/2.</i>                            | <i>Problem-based teaching</i>                                                    |          |            |
|              |                                                                                                   | <i>Individual and Group tasks that test the ability to identify and classify</i> |          |            |
|              | <i>OUTCOME 6</i><br><i>Apply analytical techniques in business decision-making.</i>               | <i>Lecture</i>                                                                   |          |            |
|              |                                                                                                   | <i>Individual and Group tasks that test the ability to identify and classify</i> |          |            |
|              |                                                                                                   | <i>Asking questions</i>                                                          |          |            |
| <b>Total</b> | <b>/</b>                                                                                          | <b>/</b>                                                                         | <b>/</b> | <b>100</b> |
|              |                                                                                                   |                                                                                  |          |            |
|              |                                                                                                   |                                                                                  |          |            |

| <b>Type of student workload</b>                                        | <b>Hours of student workload</b> | <b>ECTS credits</b> |
|------------------------------------------------------------------------|----------------------------------|---------------------|
| Attending face-to-face classes                                         | 60                               | 2,0                 |
| Field trips/visits outside the college                                 | 0                                | 0,0                 |
| Independent study/research                                             | 60                               | 2,0                 |
| Out-of-classroom preparation and preparation of seminars/presentations | 0                                | 0,0                 |
| Work on an out-of-classroom project assignment                         | 0                                | 0,0                 |
| Independent preparation for exams and exam time                        | 35                               | 1.2                 |
| Consultation activities                                                | 10                               | 0,3                 |
| Other                                                                  | 15                               | 0,5                 |
| <b>TOTAL ECTS credits</b>                                              | <b>180</b>                       | <b>6,0</b>          |

*Monitoring the workload of students through ECTS credits*

#### **JUDGING:**

*In order to achieve a positive grade in the course, the student must cumulatively meet two conditions: achieve a total of at least 54 (fifty-four) points in the course and meet the lower point threshold for the adoption of each individual learning outcome, which is 50% of the total points of the learning outcomes.*

*Grades are calculated based on the following distribution of points:*

| <b>NUMBER OF POINTS</b> | <b>RATING</b>           |
|-------------------------|-------------------------|
| 0,00 – 53,90            | <i>Insufficient (1)</i> |
| 54,00 – 64,90           | <i>Sufficient (2)</i>   |

|                |               |
|----------------|---------------|
| 65,00 – 79,90  | Good (3)      |
| 80,00 – 89,90  | Very Good (4) |
| 90.00 and more | Excellent (5) |

The evaluation is carried out in a transparent manner by collecting points. The course is valued with 100.00 points (with the possibility of achieving an additional 8 points on the Challenge learning outcome).

**CHALLENGE LEARNING OUTCOME** - the student has the opportunity to earn an additional maximum of 8 points through the Challenge learning outcome; The student independently chooses one of the activities proposed in the first lesson, and has the opportunity to independently propose an activity by which he wants to increase the number of points and, with the consent of the course holder, achieves them according to the criteria of the subject. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved is an additional number of points to the total number of points achieved according to the learning outcomes.

Before taking the final written exam, each student must meet the prescribed conditions, which primarily means that they have attended the % of classes determined by the Study Regulations and that they have received an electronically encrypted permission to take the exam.

#### 1.9. Required literature and number of copies in relation to the number of students currently attending classes in the course

| Title                                                                                                                                                                                                                        | Number of copies                                                         | Number of students |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------|
| 1. References: Kopal, R., Korkut, D., <i>Analytical Management</i> , EFFECTUS, 2020.<br>Jurković et al. (2021), <i>Analysis of the external environment through the analysis of national cultures</i> , FIP, 9(2), pp. 41-64 | 5*<br><br>*students receive compulsory literature in permanent ownership | 100                |
| 2. Internal materials (presentations, scripts)                                                                                                                                                                               | -                                                                        | -                  |

#### 1.10. Supplementary literature

Kopal, R., Korkut, D., *Techniques of Competitive Analysis*, 3rd unchanged edition, EFFECTUS, 2019.

Batarelo, A.Ž., *Introduction to Business Analysis*, TEB, 2008.

Professional articles (RRIF, TEB, RiPuP databases)

#### 1.11. Quality monitoring methods that ensure the acquisition of output knowledge, skills and competences

- *analysis of exam results, achieved results, level of understanding and knowledge during exercises, practical tasks and group work,*
- *conducting a survey among students,*
- *The teacher's evaluation,*
- *achieved results, level of understanding and knowledge during the preparation of the seminar paper,*
- *the achieved results and the level of knowledge presented during the preparation and defense of the final thesis (of students who choose the graduate thesis in this subject),*
- *analysis of the reports of the head of the quality center, and*
- *Feedback from students who have already graduated about the usefulness of the content of this course in the performance of the tasks they are engaged in.*