



МОКРОГОРСКА ШКОЛА МЕНАЏМЕНТА
MOKRA GORA SCHOOL OF MANAGEMENT

COURSE DOCUMENT FOR THE CLASS OF 2020

MEMBA 2.0

Mokra Gora Executive Master of Business Administration
(Professional degree)

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What is MEMBA 2.0?

Mokra Gora Executive Master of Business Administration or MEMBA 2.0 is a program that belongs to the international classification of Executive MBA programs (professional degree). MEMBA 2.0 is a unique business management program for executive level and it was founded in 2012 and is based upon the best modern world practices and the needs and challenges of our region.

Mokra Gora School of Management has chosen the most relevant curriculum and the most experienced lecturers for top managers of our region, all in service of personal development, improvement of native organizations of MEMBA 2.0 students and ultimately a positive effect on our corporate climate.

The objectives of MEMBA 2.0 are: presenting key concepts throughout economics, business and management, preparing students to understand more complex national and global markets, and to use practical examples to prepare for efficient corporate management at the highest management levels.

Over the course of the program, students will develop the ability to analyse and then solve complex business situations, understand different functions within business, generate new revenue streams, improve their ability to manage change, processes and people in a organization.

Managers who successfully complete this program will receive a professional certificate from the Mokra Gora School of Management and a certificate from the Ministry of Education, Science and Technological Development for Business Management - Executive level (awaiting approval).

MEMBA 2.0 in numbers:



50	experienced lecturers
80	executives in our Alumni group
42	days of classroom curriculum
24	months program duration
25	of the best regional managers
20	course textbooks
10	extracurricular activities
7	modules
1	Student trip to Shanghai

THE VALUE OF MEMBA 2.0

Top tier business education for executives is available in Serbia. MEMBA 2.0 is created on the principles of the best global practices, but applied to local and regional conditions. Curriculum and our lecturing team are only a small piece of the value of MEMBA 2.0. Other than the course modules, the value of MEMBA 2.0 is seen in:

Personal and professional development. During the program, students will have the opportunity to get to know themselves better. We have prepared various tests that predict the behavior in the workplace (Predictive Index), measure the success of managers and indicate areas of improvement in order to be more successful in our work. During the program, a career development consultant will be available to students.

Alumni group. The MEMBA 2.0 alumni group counts over 80 members. MEMBA 2.0 alumni group members are all leading professionals in their respective career areas. All alumni members are either highly positioned executives or business owners. The alumni group meets quarterly and organizes events ranging from guest lectures to charitable work and entertaining activities.

Course company visits. Before and during the module, students will have the opportunity to visit successful companies from Serbia and the region and adopt best regional practices. For each module, a company is selected that is relevant to the particular topic.

Access to the best software solutions. MEMBA 2.0 is a program that implements the use of modern software that allows top managers to make easier decisions and a nurture learning. During the program, students will have the opportunity to learn through financial software, play the Business Strategy Game by McGraw Hill Education, the best business simulation in the world.

Physical activities. MEMBA 2.0 is equally dedicated to personal and professional development as well as physical activities. During the module, morning walks, team sports, orienteering, yoga and individual sports are organized. Healthy body healthy mind.

Team building activities. During the modules, various activities were organized to better connect group members. Activities such as Escape rooms, cooking competitions, kayaking on the Drina river and tourist trips further strengthen relations and positively affect the dynamics of the group.

MEMBA 2.0 PROGRAM

	COURSE MODULE	DATE	LOCATION
Module 1	Economics	November 2020	Mokra Gora campus
Module 2	Finance	February 2021	Belgrade campus
Module 3	Corporate Management	June 2021	Mokra Gora campus
Module 4	Strategy	September 2021	Mokra Gora campus
Module 5	Managerial skills	2020-2022	During all modules
Module 6	Innovation	December 2021	Belgrade campus
Module 7	Leadership	April 2022.	Shanghai, CHINA

After each completed module, students are required to write a project paper where they will explore a specific topic of the module using the example of their native organization. Students are required to defend their work after one month in front of the leading lecturer on the module.

FINAL PROJECT	DATE	LOCATION
Turning in and defending of final projects	September 2022	Mokra Gora campus

After completing and passing the project papers on all modules, students start writing the final paper. For the final work, a topic is chosen that includes all the topics of the module. Students have 3 months to write their final project. In September 2022, a joint defense of projects for the entire generation will be organized, where, in addition to mentors, leading lecturers for each of the modules will be present.

MEMBA 2.0 - MODULES

Module 1: ECONOMICS – Economic and sociopolitical trends in the world, the region, and Serbia

Lecturers:

Leading lecturers: [Dr. Vladimir Vučković](#), [Dr. Marko Danon](#)

Guest lecturers:

[Dr. Miodrag Zec](#)

[Dr. Ljubomir Madžar](#)

[Dr. Dejan Šoškić](#)

[Dr. Čedomir Antić](#)

[Emir Kusturica](#)

Module content:

Successful decision-making depends on the ability to recognize change in the environment and to take steps in accordance with the projected macroeconomic conditions. The Economics module is based on selected topics which, in addition to macroeconomics, cover microeconomics and political economics.

Students will have the opportunity to get acquainted with the economic climate of Serbia and the region as well as the way in which the economic policy of a country is created and led. Students will learn to use modern methods of managing revenue and expenses as well as financing sources they can rely on.

In addition, topics such as global economic flows, the economic system of Serbia through history and the conclusions decision makers can derive from corporate climate will be covered.

The module curriculum is focused on presenting concepts, mechanisms, data and implications of economic flows on a company, as well as exchanging views and interacting with students. The course also implements different case studies from the area of Economics.

Topics:

- Gross domestic product
- Foreign direct investment
- Inflation and unemployment
- Economic crisis
- Monetary and fiscal policy
- Balance of payments, interest and exchange rate
- Market structure, supply and demand



- Profit maximization and pricing
- Revenue and expense management
- Contemporary trends in the political economy of the world and the region

Module 2: FINANCE – Corporate finance, analysis, investment and capital markets

Lecturers:

Leading lecturers: [Predrag Kudra](#), [Dr. Vladimir Poznanić](#), [Dr. Rade Rakočević](#)

Guest lecturers:

[Dr. Dušan Vujović](#)

[Vladan Mutavdžić, MBA](#)

Module content:

Finances are the backbone of business - a prerequisite for any further business activity. When we understand what is going on in our organization in terms of finance, then we can manage, optimize and improve our financial business.

A responsible approach towards understanding and managing finances of an organization can have a huge positive effect on company results. Understanding the effects of financial performance on an organizational system regarding decision making in both operational and strategic fields is of great importance.

After this module, students will be able to comprehensively review issues in the field of strategic financial management and how it affects business decisions. The module is designed to better understand the internal and external flows in a company and the role of financial management.

In addition to reviews of best practice models, a parallel is made with domestic legislation and the accounting system, such as annual reports to the business registry, independent auditor's reports, tax returns, and tax reports. The module deals with theory and practice within financial management, the difference between bookkeeping, financial accounting and financial management as well as the basics of balance sheets, income and cash flows.

Topics:

- Analysis of financial statements
- Sources of company funding
- Business performance indicators
- Modern financial tools for analytics



- Best practices in finance
- Digitalization of financial management
- Operational and strategic financial decision-making
- Accounting management
- Investment management

Module 3: CORPORATE MANAGEMENT - 21st Century Management, and Business Ethics

Lecturers:

Leading lecturers: [Dr. Dejan Petrović](#), [Dr. Jovan Babić](#), [Srdjan Janićijević, MBA](#)

Guest lecturers:

[Dragoljub Vukadinović](#)

[Branko Greganović](#)

[Dr. Dejan Curović](#)

[Nebojša Bjelotomić](#)

[Goran Kovačević](#)

[Bojan Leković](#)

Module content:

In order to achieve the strategic goals of the organization, it is necessary to match many different factors, but from all those that are in our domain, management stands out. Management is a craft. Craft implemented through 4 key processes: planning, organizing, leading and controlling.

To the management processes, it is necessary to add the decision-making process. Top managers are key decision makers in their companies and the fate of the organization depends on their decisions. The corporate management module is important both because of the understanding of the role of the top manager on a daily basis and his responsibility for strategic decisions as well as his attitude towards ethical issues and the community in which the company creates value.

In the module, we will come to the answer to the question whether the position at the executive level makes a leader? If not, what do we need to do to become one? What is it that distinguishes the average from the top teams and how to lead your team to the highest goals and top performance and how to measure that performance?

During this module, special attention will be paid to business ethics, protection of the rights of employees, employers and data, and especially ethical dilemmas as the most sensitive issue that managers face in their work.

Topics:



- Management process
- Strategic decision making process
- Strategic management
- How to make a top team
- From manager to leader
- Business ethics
- Social Responsibility
- Project Management
- Business simulation of global company management

Module 4: STRATEGY - Strategic business directions, marketing orientation and markets

Lecturers:

Leading lecturers: [Dr. Bojan Kostandinović](#), [Darko Lukić](#), [Dr. Daniel Boehi](#)

Guest lecturers:

[Dr. Dragan Djurićin](#)

[Nataša Djurdjević](#)

[Marijana Agić Molnar](#)

[Dr. Borislav Miljanović](#)

[Sanjin Laganin](#)

[Bojan Joksimović](#)

Module content:

The strategy module relies on the corporate management module. Most companies that manage to choose, define and implement the right strategy in the right way have a great chance to be market leaders.

The module will present strategic tools for analyzing the company, environment and setting up a system for measuring the performance of the organization. Additionally, for top managers, change management and risk management are extremely important, because adapting to change and managing in crisis situations is a characteristic of modern leaders.

In addition to strategy, the emphasis is on creating a marketing strategy. Students will be introduced to product positioning and positioning strategies, as well as market segments. This module deals with the concepts of market segmentation, target market selection, brand positioning and differentiation. The concepts of strategic marketing communication, public relations and media relations are treated in particular.

Topics:



- Defining and implementing strategy
- Change and risk management
- Marketing strategy
- Brand building and product positioning
- Target market selection and brand differentiation
- Design thinking
- Strategic marketing communications
- Media relations

Module 5: MANAGERIAL SKILLS - Soft skills, getting out of the comfort zone and improving yourself and others

Lecturers:

Leading lecturers: [Danijela Nedić](#), [Tatjana Kljun](#), [Mirjana Gomilanović](#)

Guest lecturers:

[Dr. Dušan Perić](#)

[Dragan Bjelogrić](#)

[Petar Popović](#)

[Leaving your comfort zone with Serbian Special Forces](#)

[Dr. Zorica Tomić](#)

[Nenad Pagonis](#)

Module content:

It's all in the people. To those who lead and to those who lead. It is important for those who lead to recognize their strengths and weaknesses, and that is why it is important for them to manage themselves effectively. To work on their improvement. Also, it is important that they work on improving their teams because the implementation of any strategy or project is done by people.

The skills management module is held for the duration of other modules and the goal is to raise awareness of certain topics that we do not think about on a daily basis. How do we solve problems, can we be more efficient? How do we manage time and can we influence ourselves and reduce the stress we experience? How do we resolve conflicts, how do we motivate ourselves and others? How do we negotiate? Do we believe in ourselves to present well or do we have a fear of public speaking? Are we delegating enough? How important are emotional and social intelligence to top managers? How do we create effective management routines while avoiding unproductive meetings?



Topics:

- Career development and personality tests
- Personal skills
- Interpersonal relationships
- Group work skills
- Communication skills
- Leaving the comfort zone with the Special Anti-Terrorist Unit
- public appearance
- Top managers and health
- Management in creative industries
- 1 on 1 with the world champion

Module 6: INNOVATION - Economics 4.0, technology, processes and people

Lecturers:

Leading lecturers: [Vladimir Krasojević](#), [Miša Lukić](#),

Guest lecturers:

[Vladimir Crnojević](#)

[Valentina Ivanić](#)

[Danie Beukman](#)

[Dušan Kalićanin](#)

[Kosta Andrić](#)

[Filip Banković](#)

[Dr. Zoran Perunović](#)

Module content:

For the success of a company, the identification and understanding of innovations, innovation processes and performance on competitiveness and business success is extremely important. Innovation is important not only for the company but also for the whole country and region. The goal of the elective module of innovation is to look at innovation in the broadest sense, from the creation of innovative products and services, to modern business models, because innovation alone is not enough if it is not accompanied by an adequate business model.

Students will acquire and improve existing knowledge in the field of management of all phases of innovation projects and innovation portfolio. There are many questions on this topic. Is it profitable to develop your research and development department or is it better to follow the innovations in the



market? What does the digital transformation bring us in relation to the time in which we have lived so far? How will companies be affected by the use of the Internet of Things and smart cities?

What are the possibilities to better understand our consumers through various analytical tools that can process the huge amount of information that consumers leave via mobile phones and other smart devices? What does robotization and the emergence of artificial intelligence mean for the economy of Serbia and the region? How to adjust?

Topics:

- Business innovation
- Business model innovation
- Economics 4.0
- Digital transformation
- Innovation project management
- Data in business and their significance
- Innovation in creative industries

Module 7: LEADERSHIP - Leadership in Emerging Markets (Study Tour to China)

Lecturers:

Selected lecturers from Donghua University in Shanghai:

[Nikola Zivlak](#)

Jan Čengzong

John Wilson

[Anselm Vermulen](#)

Dennis Young

[David Warner](#)



Module content:

After the leadership module, students will understand the process of transformation from manager to leader, the role of the leader in the process of change as well as the connection between the leader and the entrepreneurial culture. They will learn and master the skills, methods and techniques used by successful leaders. Emphasis is placed on acquiring the latest leadership skills as a specialized management skill.

The Leadership module is held at Donghua University in Shanghai as the last module of the MEMBA 2.0 program and its crowning achievement. In addition to Chinese professors, lectures are given by lecturers from Serbia, Europe and America, so that a broader picture of the functioning of the world's other economy is obtained. This model is certainly different from the European and American and the goal is to see the advantages and disadvantages and to adopt the concepts applicable in our market. In addition to lectures, extracurricular activities are planned, such as visits to companies, science and technology parks, tourist attractions and socializing with MBA students at Donghua University.

Topics:

- The concept of Leadership
- Leadership styles and characteristics of leaders
- Life cycle of leadership
- Leadership and change management in China
- Leadership in Chinese culture
- Innovation and leadership in China

ORGANIZATION

OBJECTIVES

Objectives of MEMBA 2.0:

- To create an interactive learning environment that solves problems from practice that managers face at the executive level.
- To prepare managers to anticipate the needs of the regional business community and to enable them to lead their organizations through a time of great change and challenge.
- To help executives at the executive level become rounded business leaders who understand the regional and global environment and challenges.

COURSE FORMAT

The MEMBA 2.0 program consists of seven modules that are held in six terms and a final project work. Each module consists of a number of topics and each module will require the fulfillment of exam obligations before and after the classes. You need to complete all tasks from each module and attend all modules of the MEMBA 2.0 program. The modules are planned without repetition and replacement. MEMBA 2.0 reserves the right to change the program while meeting the professional criteria.

LOGISTICS

The costs of accommodation and meals are borne by the students and they are not included in the price of tuition. Program coordinators will assist with reservations or special student requests.

Accommodation on Mokra gora:

Accommodation during classes on Mokra Gora is in the hotel "Mećavnik". MEMBA 2.0 program coordinators will make a reservation for all participants, who will be obliged to pay their expenses directly at the hotel. The cost of accommodation in the Hotel Mećavnik on a daily basis does not exceed 50 euros per student.

Accommodation at other venues:

Depending on the professional needs, individual modules can be held at the places where students come from or elsewhere. It is not possible to give a forecast of these costs at this time, but the organizers will ask for accommodation capacities in the range that does not exceed 100 euros per day per student.

Study trip to China, Shanghai, Donghua University

The Mokra Gora School of Management has a protocol on cooperation with Donghua University in Shanghai, according to which it is planned to organize a study trip to Shanghai for the Leadership module. In that case, in addition to accommodation, students will be obliged to bear the costs of the airline ticket. The organizers will find more optimal fares for this trip. The optimal estimate of accommodation and ticket costs is 1,000 euros per student.

Classroom

Workspaces, classrooms, workgroup rooms and internet access will be provided free of charge to all program participants.

Dressing

Considering the specific location of the MEMBA 2.0 program, participants are advised to adjust their clothing to the conditions of living and working in a rustic, natural environment of the mountain. High heels and a strictly business way of dressing are not recommended, but sporty-elegant clothes and shoes.

COURSE LITERATURE AND MATERIALS

- All materials for the modules will be distributed before the beginning of each module and during the classes on the module.
- All costs for all literature - such as texts, case studies, manuals, and related materials are included in the tuition fee.
- Students can obtain additional literature at their own expense.
- Electronic access to materials will be provided when possible. An electronic learning platform will be available to students.
- Students receive their own e-mail address and access to an electronic learning platform, and in this way all communication between the professor and the students will be performed.
- All services through the electronic learning platform are exclusively intended for MEMBA 2.0 students, professors and administration.
- The e-mail address of the student of the MEMBA 2.0 program will be [username] @ msm.edu.rs
- All data obtained during the MEMBA 2.0 program may only be used for personal purposes. The use of the content for other purposes, including commercial, political or other purposes, is strictly prohibited without the prior approval of the program director.

CERTIFICATES AND DIPLOMAS

Students have the right, if they fulfill all obligations, to acquire the following certificates:

1. Professional certificate of completed Executive Master of Business Administration, issued by the Mokra Gora School of Management.
2. Certificate of the Ministry of Education, Science and Technological Development for Business Management - executive level.

Students will be required to pass all modules, as well as to do the final work in order to gain a certificate. The competition for enrolling in the generation starts in May every year and lasts until the end of October that year. The eighth generation of students starts in November 2020 and will officially graduate in 2022. Students will be informed about the graduation ceremony and the awarding of diplomas by June 2022.

TUITION FEE

The price of tuition fees for participants in the MEMBA 2.0 program 2020-2022 is set at 6,000EUR + VAT but is paid in the Serbian Dinar equivalent.

After the application interview and the positive decision for admission by the program directors, you will have the following payment options:

1. Payment of the entire program in advance.
2. Payment in installments:
 - 1/6 of the tuition fee must be paid no later than 30 days after admission to the program, and certainly before November 1, 2020,
 - 1/6 of the tuition fee must be paid before the beginning of the second module, and certainly before February 1, 2021
 - 1/6 of the tuition fee must be paid before the beginning of the third module, and certainly before June 1, 2021
 - 1/6 of the tuition fee must be paid before the beginning of the fourth module, and certainly before September 1, 2021
 - 1/6 of the tuition fee must be paid before the beginning of the fifth module, and certainly before December 1, 2021
 - 1/6 of the tuition fee must be paid before the beginning of the sixth module, and certainly before April 1, 2022

If all obligations towards tuition fees have not been settled, you will be denied attendance at lectures, defense of project works and delivery of certificates.

For self-financing students, the possibility of payment in 18 monthly installments.

For all questions regarding tuition fees, installment payments, issuing invoices and other financial issues, the contact person is Aleksandra Radovanović, Finance Manager of the Mokra Gora School of Management (aleksandra.radovanovic@msm.edu.rs), + 381 65 30 35 089.

Key persons in charge of program implementation

Program directors:



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