

ISTANBUL UNIVERSITY

INTERNATIONAL UNIVERSITY OF SARAJEVO



**Protocol on the Establishment of International
Undergraduate Joint Degree Program
in Business
between
ISTANBUL UNIVERSITY, TURKEY
and
INTERNATIONAL UNIVERSITY OF
SARAJEVO, BOSNIA AND HERZEGOVINA**

SECTION 1
GENERAL TERMS

ARTICLE 1 – Purpose and Background

- (1) The purpose of this Protocol is to define the principles and procedures governing the mutual structuring of an international Bachelor of Arts joint degree program between Istanbul University (hereafter referred to as "IU"), Turkey, and International University of Sarajevo (hereafter referred to as or "IUS"), Bosnia and Herzegovina (both will be referred to as the "parties" or "institutions").
- (2) The institutions agree, by this Protocol, to collaborate with one another on a non-exclusive basis in offering a mutual transfer program of study that will prepare students of both institutions to study their preparatory program (hereinafter: ELS) and first two academic years at IUS and then continue for third and fourth year at IU, in order that they can complete a Bachelor of Arts in Business (hereinafter referred to as "BUS") at IU and a Bachelor of Arts in Business at IUS simultaneously.

ARTICLE 2 – Scope

- (1) Terms and conditions defined in this Protocol apply to student admission, curriculum, exams and assessment, attendance, leave of absence, maximum time limits, graduation requirements, academic failure, diplomas, tuition fees, and other issues related to the joint degree program between IU and IUS.

ARTICLE 3 – Legal Basis

- (1) This Protocol has been prepared in accordance with (a) Higher Education Law No. 2547, published in the Official Gazette dated 6.11.1981, numbered 17506, (b) Regulation about joint degree programs at Turkish Higher Education Institutions, published in the Official Gazette on 06.10.2016, numbered 29849, (c) Regulation about the Transfer between Associate's and Bachelor's Degree Programs, Double Major and Minor Programs and Course Credit Transfers between Institutions of Higher Education, published in the Official Gazette dated 24.04.2010, numbered 27561, (d) Regulation about education for Associate's and Bachelor's Degree at IU, published in the Official Gazette dated 21.09.2010 numbered 27706 and (e) Laws and regulations concerning the operations of IUS.





ARTICLE 4 – Definitions

(1) The concepts and terms used in this Protocol are defined as follows:

“AICE”	: Cambridge Advanced International Certificate of Education
“B.A.”	: Bachelor of Arts
“BUS”	: Business
“JDP”	: Joint Degree program
“ECTS”	: European Credit Transfer System
“ELS”	: English Language School
“IB”	: International Baccalaureate
“IU”	: Istanbul University
“IUS”	: International University of Sarajevo
“IBT”	: Internet based test
“OSYM”	: Assessment, Selection and Placement Center
“TOEFL”	: Test of English as a Foreign Language
“YKS”	: Exam for Higher Education Institutions Exam System
“YOK”	: Council of Higher Education of Turkey

SECTION 2

JOINT DEGREE PROGRAM

ARTICLE 5 – Establishment of Joint Degree Program

- (1) IU and IUS shall have authority and oversight with respect to all matters regarding legal or academic explanations of this protocol, degree programs including but not limited to admission and registration processes, tuition and fees (including increases and in- state/out-of-state rate determinations), conferring of degrees and maintenance of all of their own official student records. Final decisions regarding IUS's participation in the Program shall be made through a comprehensive administrative process by approval of the Ministry of Education, Science and Youth of Canton Sarajevo, Bosnia and Herzegovina.
- (2) Admission and placement of IU students into the joint degree program will be carried out by the Assessment, Selection and Placement Center (hereinafter referred to as "OSYM") in accordance with the Turkish regulations to which IU is subject to and, the agreed admissions standards established by IU and OSYM for IU to implement its admission procedures, as required by Turkish regulations, in accordance with the OSYM timetable.
- (3) This protocol will become effective once it has been approved by the Turkish Council of Higher Education (YOK). Any changes to this document will also require an approval from YOK.



ARTICLE 6 – Student Quotas

- (1) The number of students with Turkish and non-Turkish citizenship that will be admitted to the joint degree program each year will be determined jointly by IU and IUS, and submitted to YOK for the approval. Unless there is a written modification by both institutions,
 - a) the maximum number of students holding Turkish citizenship to be admitted to the joint degree program by YKS exam will be twenty (20) in any given year.
 - b) the maximum number of students holding Bosnian citizenship to be admitted to the joint degree program will be twenty (20) in any given year.
 - c) the maximum number of transfer students from equivalent programs to be admitted to the joint degree program will be ten (10) in any given year. The application requirements for the relevant students are given in ARTICLE 10.
 - d) the maximum number of international students to be admitted to the joint degree program will be 50% out of the total number of annual students quota.

ARTICLE 7 – Admissions of Students Holding Turkish Citizenship

- (1) Students will be placed in the “Business” joint degree program by OSYM according to their YKS exam scores upon completion of secondary education in Turkey.
- (2) Students will be placed according to the “Equally weighted” YKS exam score and, unless declared otherwise, students will be chosen from the top 225.000 students in this exam score type.
- (3) Student admission criteria shall conform to the norms set down by the appropriate accrediting body with respect to English proficiency as defined in ARTICLE 15.

ARTICLE 8 – Admission of Foreign Students

- (1) Foreign students should fulfill the conditions required by IU in accordance with the IU Senate Regulations, ratified at the Senate meeting dated 21.04.2016 and numbered 11, entitled as “Regulations for Admissions of Foreign Students to Istanbul University” to apply and be accepted in the program. IUS accepts foreign students in accordance with the Law on Higher Education, published in the Official Gazette of Sarajevo Canton, 33/17.
- (2) Foreign student admission criteria shall conform to the norms set down by the



appropriate accrediting body with respect to English proficiency as defined in ARTICLE 15.

ARTICLE 9 – Admissions of Students Holding Bosnian Citizenship

- (1) Students who are holding Bosnian citizenship should fulfill the conditions listed in public vacancy for enrollment of undergraduate students and those required by the Law on Higher Education of Sarajevo Canton. The applicant is entitled to apply to the “Business” joint degree program with the condition that the high school graduation score is at least 3.0/5.0 (or the equivalent).
- (2) Students holding Bosnian citizenship admission criteria shall conform to the norms set down by the appropriate accrediting body with respect to English proficiency as defined in ARTICLE 15.

ARTICLE 10 – Admission of Transfer Students from Other Programs into the Joint Degree Program

- (1) Any undergraduate student enrolled in an equivalent program interested in transferring into the joint degree program may be considered for admission according to “the Regulation about the Transfer between Associate’s and Bachelor’s Degree Programs, Double Major and Minor Programs and Course Credit Transfers between Institutions of Higher Education”, published in the Official Gazette dated 24.04.2010, numbered 27561, if they have a cumulative GPA from the previous department or institution(s) of at least 3.0 (out of 4.0).
- (2) All students admitted in the program are required to achieve adequate English language proficiency as defined in ARTICLE 15.

**SECTION 3
PROGRAM FEES**

ARTICLE 11 – Tuition and Fees

- (1) The joint degree program students are obliged to pay the fees to IUS within the scope of the study period in the Bosnia and Herzegovina as declared by IUS for the relevant academic years along with the ELS fees if attending English Preparatory school. IUS shall announce and collect all tuition and/or fees required to be paid by the students while they’re studying at IUS. IUS may establish an international student development fund applicable to students of joint degree program. Neither institution shall have any liability to the other for any such uncollected student tuition and/or fees.

- (2) The joint degree program students are obliged to pay the fees to IU within the scope of the study period in Turkey as declared by IU for the relevant academic years. IU shall announce and collect all tuition and/or fees required to be paid by the students while they're studying at IU.
- (3) While taking courses out of their home countries, all students will be responsible for all of their own living costs, including but not limited to: transportation; room and board expenses; medical insurance (all students visiting IUS will be required to purchase IUS's health insurance before assuming their studies at IUS) and health service fees; textbooks; clothing; personal and miscellaneous expenses; and passport, visa and residence permit costs. IUS and IU bear no responsibility for providing funds to a student for any purpose.
- (4) Prior to the beginning of their studies at IUS, students will be required to verify that each has sufficient means of support for the duration of each stay at IUS. Students shall submit "Signed Declaration for Subsistence Assurance" before their enrollment to IU.
- (5) To the extent available, each institution will offer on-campus housing (upon availability) and meal plans to students at additional cost and based upon their regular rates.
- (6) The annual increase rates of tuition and fees will be determined and announced jointly by IU and IUS.

ARTICLE 12 – Tuition Fee Payment Procedure

- (1) The annual tuition fee of the joint degree program will be paid in accordance with each institution's procedures. Tuition will be paid in two equal installments. First payment will be made at the time of registration at the beginning of academic year; the second payment will be made at the start of second semester.

ARTICLE 13 – Scholarships

- (1) Unless specifically authorized by the partner institution, neither institution will make any representations or offer any guarantees to prospective students about the likelihood of awards of financial aid or scholarships or student employment at the other institution.



SECTION 4
THE CONTENT OF THE PROGRAM

ARTICLE 14 – Duration of Study

- (1) The duration of study in the joint degree program will be four (4) academic years except the preparatory program. The maximum time limit for a student to complete the four (4) year joint degree program will not exceed seven (7) academic years.
- (2) The Freshman/1st and Sophomore/2nd academic years of the joint degree program will be carried out at IUS while the Junior/3rd and Senior/4th academic years will be carried out at IU. The preparatory program will be carried out by IUS.

ARTICLE 15 – Medium of Instruction

- (1) The medium of instruction in the joint degree program is English. All students registered in the joint degree program are required to achieve an adequate score in the English proficiency test offered by IUS. Students should fulfill the English language requirements of IUS to be able to attend courses at IUS starting from their freshmen/1st academic year. Prospective students applying for admission to the joint degree program shall be expected to have equivalent English language proficiency as other international students applying to and accepted by IUS by the time they take courses in the joint degree program.
- (2) The required minimum score to start the program at IUS is 75/100 for the placement test and minimum 65/100 for the Proficiency test.
- (3) Those students who cannot meet the language proficiency requirement will have an intensive language program at IUS. The maximum duration of the intensive language program is two (2) years.
- (4) Students with Turkish citizenship who cannot meet the language proficiency requirements by the end of two years may be placed into an equivalent Turkish program at IU in accordance with Article 12/4 of Regulation about joint degree programs at Turkish Higher Education Institutions, published in the Official Gazette on 06.10.2016, numbered 29849, or upon their request they can be placed in a program where the medium of instruction is Turkish by OSYM, depending on their YKS score achieved in the relevant year for once only.

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- (5) Students with Bosnian citizenship or foreign students who cannot meet the language proficiency requirements by the end of two years shall be dismissed from the joint degree program according to the Article 78/6 of the Law on Higher Education, published in the Official Gazette of Sarajevo Canton, numbered 33/17 and Article 41/5 of Regulation on Study Rules for the First Study Cycle at IUS, dated August 13, 2018, numbered IUS-Senat 11-1980/2018.
- (6) In the following cases, prospective students will be exempted from the ELS Proficiency Exam if they have:
- a) passed TOEFL iBT with 79 points and above
 - b) obtained a high school/BA/MA diploma/degree in a country with English as an official language
 - c) high-school diploma from one of the internationally recognized English medium programs below:
AICE diploma: Cambridge Advanced International Certificate of Education
IB diploma : International Baccalaureate

ARTICLE 16 – Academic Failure

- (1) Students of the joint degree program who are dismissed from any of the higher education institutions on grant of academic failure shall be dismissed from the joint degree program according to Regulation of YOK published in the Official Gazette on 06.10.2016, numbered 29849.
- (2) A student who is dismissed from one of the universities for any other reason than academic failure is also dismissed from the relevant partner university. All student dismissals shall be made through a consultative process between the institutions.
- (3) Dismissed students with Turkish citizenship on grant of academic failure may be placed into an equivalent program at IU, in accordance with Regulation about the Transfer between Associate's and Bachelor's Degree Programs, Double Major and Minor Programs and Course Credit Transfers between Institutions of Higher Education, published in the Official Gazette dated 24.04.2010, numbered 27561.
- (4) Failed courses will be repeated at the institution where the course is offered.

ARTICLE 17 – Diploma

- (1) The students who fulfill the academic requirements of both institutions shall be granted two independent double diplomas, one of which shall be issued by IU, and the other shall be issued by IUS.



- (2) The students cannot qualify for any of the diplomas without successfully fulfilling the academic requirements of both institutions in the joint degree program.
- (3) All joint degree program students must satisfy both degree requirements at IUS and IU in order to be jointly and simultaneously awarded their two diplomas from the respective universities. Upon completion of the stated requirements, students cannot be awarded only one of the two diplomas in this joint degree program.
- (4) The degree designations which will appear on the diplomas are defined as follows:
“Bachelor of Arts in Business” from IU and a “Bachelor of Arts in Business” from IUS.
 - a) The institutions will certify to one another the name, addresses, and student identification number of each student satisfactorily completing the joint degree program.
 - b) The institutions will confer their B.A. Degree, together with all rights and privileges pertaining thereto, to each student meeting the respective degree course requirements for the joint degree program as specified in the APPENDIX 1 attached hereto.
- (5) Diploma samples are shown in **APPENDIX 1**.
- (6) The phrases which will appear on the diplomas are defined as follows:

On the IU diploma: *“having successfully completed all requirements of the Business Undergraduate Program carried out jointly by Istanbul University and International University of Sarajevo has been awarded the degree of Bachelor of Arts in Business with all the honours, rights and privileges pertaining thereto.”*

On the IUS diploma: *“having satisfactorily completed the required four years of theoretical and practical study (minimum 240 ECTS) of the study program of Business carried out jointly by the International University of Sarajevo and Istanbul University, has on this (date) been awarded the Degree of Bachelor of Arts in Business with all privileges connected thereunto”*

SECTION 5 PROGRAM PROCEDURES

ARTICLE 18 – Curriculum

- (1) The curriculum of the joint degree program, the definitions and the credits of the activities constituting the program, such as courses, laboratories, implementations,



internships and thesis, and the division of the curriculum between IU and IUS appear in **APPENDIX 2**.

- (2) The joint degree program comprises 240 ECTS in compliance with Turkish Higher Education Qualifications Framework and Baseline of the Qualifications Framework in Bosnia and Herzegovina.
- (3) Involved departments at each institution will review and approve all core curriculum course offerings in the joint degree program to ensure that the courses taught at each institution are comparable in content and structure. The course review may include, but is not limited to: the overall course composition, the content and related description for each course which is part of the joint degree program, texts and other teaching materials appropriate to each course, and qualifications of instructors. The institutions will continue to interact and provide this same review or modification on an annual basis.
- (4) For the approval of this Protocol by competent bodies in Turkey and Bosnia and Herzegovina, involved departments will upon request officially send to each other the list of academic staff responsible for their part of curricula along with official CV's and decisions on holding academic promotions (including scientific field/courses).

ARTICLE 19 – Grading Systems

- (1) Requirements for academic success in each course and the general academic achievement of the student shall be determined in accordance with the regulations of the institution of current study.
- (2) The transcript of the student will be sent to partner institution at the end of each academic year.
- (3) The grading system of IU appears in **APPENDIX 3**.
- (4) The grading system of IUS appears in **APPENDIX 4**.

ARTICLE 20 – Student Transition Requirements between Partner Institutions

- (1) After successful completion of two (2) years' (four-semester) of study at IUS, with good academic, behavioral and financial standing, students will be permitted to transfer their course grades between the institutions for satisfaction of the B.A. Degree requirements at each institution, provided the following requirements are met:



- (a) In order for a student to transfer between the institutions (from IUS to IU), a minimum cumulative GPA of 2.5 on a 4.0 scale or greater will be required.
 - (b) Students will go through each institution's transition processes and therefore must meet all applicable requirements and deadlines pertaining to application for admission, orientation and registration, and payment of tuition and fees.
 - (c) Students will abide by all applicable policies and procedures in effect at the institution they are attending.
- (2) Upon the condition of satisfying cumulative GPA of 2.5 and accumulated at least 108 ECTS at IUS, students are eligible to register two remaining courses from sophomore year or its equivalents at IU.

ARTICLE 21 – Leave of Absence

- (1) The joint degree program student may be granted a leave of absence for a semester or an academic year on condition that he has documented force majeure and/or medical reasons and submits the relevant documents as required by the respective institution that he/she is attending.
- (2) The duration of the approved leave of absence shall not be counted towards the maximum duration of study.
- (3) The total duration of the leave of absence cannot exceed 50 percent of the legally designated period of education or the period permitted by the applicable regulations of the respective institution.

ARTICLE 22 – Disciplinary Action

- (1) Provisions applicable at the university of current study are applied in handling the disciplinary act and behaviors of students.
- (2) Each institution shall be solely responsible for student conduct and discipline matters relating to its academic operations, including grade appeals, allegations of cheating, plagiarism or classroom rules.

ARTICLE 23 – Transfer out of the program

- (1) IU students may apply for a transfer to the same university in the joint degree program or another joint degree program conducted in the same field in another university in accordance with the provisions concerning "Transfer between



Associate Degree and Bachelor's Degree Programs, Double Major and Minor Programs and Course Credit Transfers between institutions of Higher Education" published in the Official Gazette dated 24.04.2010 and numbered 27561.

- (2) Transfers by IU students from the joint degree program to another program within the country or any equivalent Bachelor's degree program to the joint degree program can be made in accordance with the provisions of the aforementioned regulation.
- (3) Transfers by IUS students from the joint degree program to another program within Bosnia and Herzegovina or from the program within the country to an international program can be made in accordance with the provisions of the regulations set by the IUS transfer procedure, upon communication with IU.

SECTION 6 MISCELLANEOUS AND FINAL PROVISIONS

ARTICLE 24 – Additional Provisions

- (1) Any issue not expressly specified in this Protocol shall be subject to the provisions stated in Article 3.
- (2) Use of Names: Subject to IUS's prior approval, IU will be authorized to use IUS's name and logo on a non-exclusive basis in conjunction with IU joint degree program brochures, publications, advertisements, letterhead, and material, which make reference to this Protocol agreement. Subject to IU's prior approval, IUS will be authorized to use IU's name and logo on a non-exclusive basis in conjunction with IUS's joint degree program brochures, publications, advertisements, letterhead, and material, which make reference to this Protocol. Each institution agrees to follow any reasonable trademark usage and/or branding guidelines provided by the other institution in connection with its exercise of this license.
- (3) Annual Visits: IUS and IU agree that an annual visit by a representative from each institution to the other institution would be beneficial, although it is not a required part of this Protocol. Senior officials/faculty members on such visits will be received with local hospitality.
- (4) Notices: Any notices relating to this Protocol should be in writing (which includes facsimile or e-mail) and shall be sent to the recipient's address set forth above (or at such other addresses as may be stated in notices similarly given) and directed to the



Rector and Vice-Rector of IUS and the Rector and Vice-Rector of IU, or such other representatives as designated in writing by the institutions.

- (5) Joint degree program students are allowed to take part in one exchange semester throughout the four year study period, on the condition that they meet the criteria for selection for the exchange set by the institution they are currently studying at.

ARTICLE 25 – Term and Enforcement

- (1) This Protocol shall be effective for five (5) years starting from the date of the approvals by the official authorities. The protocol may be renewed for successive five (5) year periods upon mutual agreement approved by YOK.

ARTICLE 26 – Termination

- (1) Either institution may terminate this Protocol early upon giving written notice thereof to the other institution at least ninety (90) days before the end of any semester. Such early termination notice shall be effective for the upcoming semester and without further liability or obligation to the other institution. Any provision of this Protocol that by its nature is intended to survive termination and/or expiration of this Protocol, shall survive termination and/or expiration of this Protocol.
- (2) In the event that this Protocol expires and/or is terminated early, the institutions commit that they shall formulate a "teach-out plan" which will not affect currently enrolled students at any stage of the JDP program. Such plan may include alternative transfer options or course completion methods to the extent permitted under the Protocol established herein. The institutions agree that any early termination shall be made through a consultative process between institutions and that the students will be notified thereof within the 15 working days.
- (3) This Protocol will be terminated upon official change of non-profitable nature of IUS operation.

ARTICLE 27 – Dispute Resolution

- (1) Any dispute arising out of the interpretation, amendment, performance or breach of this Protocol shall be settled amicably through negotiations between the partner institutions.



ARTICLE 28 – Confidentiality

- (1) Confidential Information: Both institutions will keep confidential all information provided by the other institution which is marked, identified and/or reasonably understood as confidential at the time of disclosure other than to the extent disclosure is required to perform this Protocol or required by law or legal process to be disclosed.

- (2) Student Records: Both institutions recognize that IUS is bound to comply with the Law on Higher Education in Canton Sarajevo and the Statute of IUS approved by Ministry of Education, Science and Youth of Canton Sarajevo, as it may be amended from time to time, in the handling of educational records of students enrolled at IUS. The institutions transmittal of all student records shall be in accordance with local privacy laws and if required, the home institution will obtain written student consents and/or releases for the same. All student records will be used by the institutions for registration, admission and academic purposes only.

ARTICLE 29 – Student Residence Permit

- (1) Once admitted into the joint degree program, students will be considered enrolled at the institution which they are physically attending and considered as non-enrolled but maintaining registration at the institution in which they are not physically attending. Students from IUS will apply for Bosnian student residence permits by the start of their Freshman/1st academic year for study (which might include language preparatory program) all until the completion of their Sophomore/2nd academic year. Each institution will be responsible to keep record on each JDP student's status during the studies at the current institution and to inform a partner's university thereof. IUS makes no promise, representation or guarantee of students obtaining the necessary residence permit for study in the Bosnia and Herzegovina. Students holding Bosnian citizenship must obtain Turkish student residence permit. IU makes no promise, representation or guarantee of students obtaining the necessary residence permit for study in Turkey.

ARTICLE 30 - Quality Assurance and Inspection by YÖK

- (1) IU will continually monitor the quality of the program and conduct audits at least once in a year.

- (2) After this protocol becomes effective, both institutions agree to be audited by YOK at any given date.



This Protocol has been signed by the authorized representatives of the institutions on the dates set forth below in four copies in Turkish and English all texts being equally authentic. In case of any divergence of interpretation, the English text shall prevail. IU and IUS expressly consent and agree that electronic or scanned signatures appearing on this Protocol shall be treated for purposes of validity, enforceability as well as admissibility, the same as hand-written signatures.

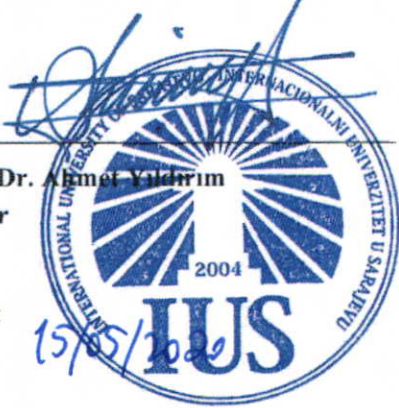
This Protocol provides to timely submit applications to YOK (by IU) and Ministry of Science, Education and Youth of the Canton Sarajevo (by IUS) where it becomes effective upon final approval issued by competent bodies in both countries.

AGREED AND ACCEPTED:

For International University of Sarajevo:

Prof. Dr. Ahmet Yildirim
Rector

Dated:

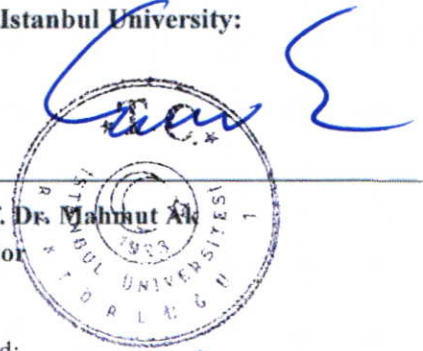


15/05/2020

For Istanbul University:

Prof. Dr. Mahmut Ak
Rector

Dated:



15/05/2020

APPENDICES:

APPENDIX 1 – Diploma Samples concerning the Joint Degree Program

APPENDIX 2 – Curriculum of the Joint Degree Program

APPENDIX 3 – The Grading System of IU

APPENDIX 4 – The Grading System of IUS

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APPENDIX 1 – Diploma Samples Concerning the Joint Degree Program

IU Diploma Sample



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Diploma No Diploma Number

T.C. No ID Number

Öğrenci No Student Number

Adı ve Soyadı Name and Surname

Ana Adı Mother's Name

Baba Adı Father's Name

Doğum Tarihi Date of Birth

Düzenleme Tarihi Date of Issuance

Adı-Soyadı-İmza Name-Surname-Signature

Diplomayı Düzenleyen Issued by

Adı-Soyadı-İmza Name-Surname-Signature

Öğrenci İşleri Daire Başkanı Department of Student Affairs

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IUS Diploma Sample

Appendix 2

<p>BOSNA I HERCEGOVINA INTERNACIONALNI UNIVERZITET U SARAJEVU SARAJEVO FAKULTET MENADŽMENTA I JAVNE UPRAVE</p>		<p>BOSNIA AND HERZEGOVINA INTERNATIONAL UNIVERSITY OF SARAJEVO SARAJEVO FACULTY OF BUSINESS AND ADMINISTRATION</p>
<p><i>Name (Fathers name) Surname,</i></p>		
<p>rođen(datum) godine u(mjesto),(država), završio je dana godine prvi ciklus studija u trajanju od četiri (4) godine/osam (8) semestara i ostvario minimalno 240 ECTS bodova na studijskom programu Menadžment, koji je zajednički realiziran od Internacionalnog univerziteta u Sarajevu i Istanbulskog univerziteta u Istanbulu, i na osnovu toga se izdaje</p>		<p>born on (date) in (place), of (country) having satisfactorily completed the required four years of theoretical and practical study (minimum 240 ECTS) of the study program of Management carried out jointly by the International University of Sarajevo and Istanbul University, has on this ..th day of (month and year) been awarded</p>
<p><i>Diploma</i></p> <p>o stečenoj akademskoj tituli i stručnom zvanju</p> <p>BAKALAUREAT MENADŽMENTA</p> <p>Sarajevo, (date) Broj:</p> <p>DEAN DEKAN</p> <p>Prof. Dr.</p>		<p><i>The Degree</i></p> <p>of</p> <p>BACHELOR OF ARTS IN MANAGEMENT</p> <p>With all the privileges connected therewith to:</p> <p>Date: Number:</p> <p>RECTOR REKTOR</p> <p>Prof. Dr.</p>

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APPENDIX 2 – Curriculum of the Joint Degree Program

Management Curriculum IU - IUS

First Year (Taken at IUS)

Fall		Spring			
ECON111	Introduction to Microeconomics	6	ELIT200	Critical Reading and Writing	6
MATH100	Mathematical Skills	6	MATH101	Calculus I	6
ELIT100	Academic English and Effective Communication	6	ECON112	Introduction to Macroeconomics	6
MAN100	Introduction to Management	6	IBF205	Principles of International Business	6
Xxx	University Elective I	3	Xxx	University Elective II	3
Xxx	Language Elective I	3	Xxx	Language Elective II	3
		30			30

Second Year (Taken at IUS)

Fall		Spring			
ECON211	Business Statistics I	6	ECON221	Business Statistics II	6
ECON201	Intermediate Microeconomics	6	ECON202	Intermediate Macroeconomics	6
IBF102	Managerial Mathematics	6	IBF208	Business Finance	6
MAN231	Financial Accounting	6	ECON470	Work Placement/Internship	6
MAN205	Marketing	6	MAN304	Organizational Behavior	6
			Xxx	University Elective II	6
		30			30

Third Year (Taken at IU)

Fall		Spring			
ODAI0001	Principles of Ataturk and History of Turkish Revolution I	2	ODAI0002	Principles of Ataturk and History of Turkish Revolution II	2
ODTD0001	Turkish I	2	ODTD0002	Turkish I I	2
INIS3017	Research Methodology	4	INIS2004	Organization and Management	4
INIS3046	Human Resources Management	3	INIS2077	Financial Reporting	5
INIS2039	Computer Applications in Business	4	INIS3078	Operations Research	4

XXXX	Elective	5		INIS3010	Production Management	4
XXXX	Elective	5		INIS3018	Marketing Management	4
XXXX	Elective	5		XXXX	Elective	5
		30				30
Fourth Year (Taken at IU)						
	Fall			Spring		
INIS3023	Cost Accounting	5		INIS3079	Managerial Accounting	5
INIS3040	Management Information Systems	5		INIS4019	Marketing Strategies	5
INIS4005	Strategic Management	5		INIS3002	Financial Management	5
INIS3047	Industrial Relations	5		XXXX	Elective	5
XXXX	Elective	5		XXXX	Elective	5
XXXX	Elective	5		XXXX	Elective	5
		30				30
Total: 240/240						

ELECTIVE COURSES (IUS)

Elective Courses (IU)						
	Table 3-a				Table 4-a	
INIS2506	Business Law	5		INIS2516	Business Taxation and Procedures	5
INIS2099	Research Techniques in Social Sciences	5		INIS2102	Vocation and Career Consulting	5
INIS2100	Case Studies in Financial Accounting	5		INIS2507	Production and Economy	5
INIS2103	Money and Banking	5		INIS3136	Corporate Social Responsibility	5
INIS3115	Staffing Organizations	5				
INIS2101	Consumer Behavior	5				
INIS3107	Customer Relationship Management	5				
INIS2135	Management, Movies and Communication	5				

	Table 4-a				Table 4-b	
INIS4011	Production Systems	5		INIS4029	International Finance	5
INIS2099	Business Analytics and Big Data	5		INIS4084	Current Issues in HRM	5

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INIS4123	Accounting Information Systems	5		INIS4134	Business Ethics	5
INIS4105	Case Studies in Managerial Accounting	5		INIS4114	Project Management	5
INIS4096	Compensation Management	5		INIS4129	Business Forecasting	5
INIS4821	Brand Management	5		INIS4075	International Financial Reporting Concepts and Techniques	5
INIS3879	Quality Improvement Techniques	5		INIS3892	Production Theory	5
INIS4028	Capital Market and Investment Management	5		INIS4126	Current Economic Issues	5
INIS4798	Sustainability and Innovation Management	5				

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COURSE CATALOG DESCRIPTIONS:

SEMESTER I (IUS)

ELIT100 Academic English and Effective Communication

ECTS 6 (2+1)

This course is designed to help students achieve success in their academic and professional lives by developing fundamental skills necessary for effective communication. The course deals with organizing academic presentations, writing essays, incorporating different types of sources into speeches and writings, and utilizing various communication strategies in formal and informal settings. Students will develop their skills and techniques through frequent assignments and class activities.

ECON111 Introduction to Microeconomics

ECTS 6 (3+0)

The course introduces the following economic concepts: scarcity and choice; opportunity costs and trade offs; markets and prices; supply and demand; productivity; efficiency; competition and market structure; market failures; role of government; public goods; externalities.

MATH 100 Mathematical Skills

ECTS 6 (3+2)

MATH 100 is an entry level university course. It aims to prepare students in Economics/Management/IBF for their Calculus course, while it provides basic analytical and computational skills for students in social sciences related programs.

MAN 102 Introduction to Management

ECTS 6 (3+0)

This course is designed to introduce students to management concepts, and to provide tools in analyzing and solving management problems that managers face in industry (this will include using business cases and doing qualitative or quantitative analysis). The course is organized around four main functions of management: planning, organizing, leading, and controlling.

SEMESTER II (IUS)

MATH101 Calculus I

ECTS 6 (3+2)

The course is designed to teach the following topics: Functions of a Single Variable, Limits and Continuity, Derivatives, Applications of Derivatives, Sketching Graphs of Functions, Asymptotes, Integration, Fundamental Theorem of Calculus, Applications of Integrals, Polar Coordinates, Transcendental Functions, Techniques of Integration, Indeterminate Forms, L'Hopital's Rule.

ECON112 Introduction to Macroeconomics (3+0)

ECTS 6

This course is an introductory course for basic macroeconomic concepts such as the performance of the economy in the long run and the determination of national income, economic growth, inflation, unemployment, monetary and fiscal policies, budget deficits and government debt and main factors behind economic crisis.

ELIT200 Critical Reading and Writing (2+1)

ECTS 6

This course is designed to teach the organizational and critical thinking skills necessary for logical

written expression. The course focuses on writing a research paper of at least 3000 words based on sound scholarly sources on a topic of interest related to a student's field by conforming to the APA standards of writing without committing plagiarism. In this course the whole research process is taught step by step through skills including research, source selection, choice of topic, construction and defense of a thesis statement, citing sources, outlining, organizing a "References" page and note taking. Critical elements of the course are instruction in paraphrasing and summarizing techniques, use of quotations and the incorporation of these research findings in the paper together with the inclusion of personal comments, avoidance of plagiarism and conforming to ethical rules.

IBF 205 Principles of International Business

ECTS 6 (3+0)

The purpose of this course is to familiarize students with international business principles. Focus of this course is in doing business in global environment explaining cultural, political, economical, and technological environment. The course will also focus on implementing different strategies as entry modes in international markets.

SEMESTER III (IUS)

ECON201 Intermediate Microeconomics

ECTS 6 (3+2)

This course studies the economic behavior of consumers and firms, exploring how they respond to changes in the opportunities and constraints that they face and how they interact in markets. It further analyzes how different market structures can shape economic results and how markets can help society achieve desirable outcomes.

ECON211 Business Statistics I

ECTS 6 (3+2)

This course will help students gain an understanding of elementary probability theory and how to apply it to analyze statistical problems. It also provides an opportunity for students to see how various mathematical knowledge and techniques which they have learned in different courses unite together to serve a common purpose.

IBF102 Managerial Mathematics

ECTS 6 (3+2)

This course provides an economics and managerial major with the necessary background to use mathematical analysis in economics. The course starts with constrained optimization and deriving comparative statics from a model outcome. Then, the course proceeds with differential equations and dynamic optimization.

MAN231 Financial Accounting

ECTS 6 (3+2)

Financial Accounting course enables students to acquire new conceptual and applied knowledge of financial accounting, theoretical and practical skills that lead to stronger understanding of purposes of accounting. In-depth, it provides insight into core issues like the recording business activities- the source of accounting information, measuring revenues and expenses, transaction analysis, reporting earnings and financial position, reporting cash flows and the time value of money.

MAN205 Marketing

ECTS 6 (3+0)

Marketing course is designed to prepare students to strategically think about marketing in contemporary business. This is the course that builds on the evolution of modern management toward a marketing-oriented view of business; stressing the underlying principle of the "marketing concept"; and integrating concepts in relation to consumer needs, marketing information, product development, pricing,



distribution, selling, advertising, and promotions.

SEMESTER IV (IUS)

ECON202 Intermediate Macroeconomics

ECTS 6 (3+2)

This course is intermediate level course in macroeconomics that develops students' theoretical and practical knowledge of national income accounting, unemployment, inflation, monetary and fiscal policies, central bank and financial system as well as foreign trade and international finance.

ECON221 Business Statistics II

ECTS 6

(3+2)

This course is designed to enhance the student's basic knowledge and understanding of the statistical method as it pertains to hypothesis testing. Several fundamental reoccurring themes are emphasized. At the end of the semester a student should be able to read and intelligently assess the majority of the research literature in his or her own particular field. Also, at the end of the semester a student should be able to apply the statistical techniques presented in the course to his or her own research projects.

ECON470 Work Placement/Internship

ECTS 6 (0+14)

An internship experience provides the student with an opportunity to explore career interests while applying knowledge, skills, and competences gained in the classroom in a work setting. The experience also helps students gain a clearer sense of what they still need to learn and provides an opportunity to build professional networks.

IBF208 Business Finance

ECTS 6 (3+0)

The course introduces the students to the business finance theory and practice with the emphasis on goal-setting in business entities. This course provides students with an opportunity to obtain knowledge and skills in capital budgeting, financial analysis, working capital management, financial planning and risk, and return of the business.

MAN304 Organizational Behavior

ECTS 6 (3+0)

The aim of this course is to introduce students to organizational behavior (OB) as an interdisciplinary social science. In addition, this course gives students' the exposure to its complementary sciences, such as psychology, managerial psychology, sociology and anthropology. This course analyzes OB as complex science at an individual, group/team and organizational level(s) where it addresses interested theories of motivation along with needs theories, concept of power, conflict and politics.

SEMESTER V (IU)

ODAI0001 Principles of Atatürk and History of Turkish Revolution I

ECTS 2

(2+0)

The Decline Period of the Ottoman State and the Modernization Efforts / Ottoman State from Tanzimat to Mesrutiyet / War, Politics, Constitutional Monarchy and II.Abdulhamid / The Second Constitutional Era / Developments in Europe and the Ottoman State / The First World War and

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Turkey / The Armenian Question from the Ottoman to the Republic / Turks Testing with the International Community: Armistice of Moudros and Its Implementation / National Organization and Congresses / Change in the Parliament Mentality: The Structure and Works of the I.Grand National Assembly of Turkey / Wars and Agreements in the National Struggle / Economical Developments from the Ottoman to the Republic / From Sevres to Lausanne, from War to Peace / Formation of the II.Grand National Assembly of Turkey and Proclamation of the Republic

ODTD0001 Turkish I

ECTS 2

(2+0)

Language Skills, Language and Culture Relations / The Place of Turkish Between the World Languages / Current Status and Spreading Areas of the Turkish Language / Grammar Parts / Turkey Turkish Sound Events / Spelling Rules and Implementation / Punctuation and Implementation / Suffixes and Implementation / Turkish nouns and verbs / Expression Plan / Paper Plan / Phrases

INIS3017 Research Methodology

ECTS 4

(3+0)

Research Need in Business Decision Making / Role of Research in Decision Making / Formulating a Research Problem / Conceptualizing a Research Design / Measurement and Scaling in Research / Constructing an Instrument for Data Collection / Census versus Sampling / Sampling Methods- Probabilistic versus Non-probabilistic Sampling / Writing a Research Proposal / Collecting Data / Processing Data and Tabulation / Data Analyses: Univariate Analyses, Bivariate Analyses, Multivariate Analyses, Nonparametric Techniques, Different Research Applications / Writing a Research Report

INIS3046 Human Resource Management

ECTS 3

(3+0)

Introduction to Human Resources Management / The Strategic Role of HRM / Human Resources Planning / Selection and Recruitment / Training and Development / Performance Management / Career Management / Job Evaluation / Compensation Management / Orientation / Occupational Safety and Health / Employer-Employee Relations / Human Resources Information Systems / Managing Global Human Resources

INIS2039 Computer Applications in Business

ECTS 4

(3+0)

Introduction to MS Excel / Microsoft Excel Lookup, Logical and Reference Functions and Business Problems / Microsoft Excel Breakeven Analysis, Business Charts and Problem Solving Using / Goal Seek Tool / Introduction to Statistical Functions in MS Excel / Large, Small, Frequency Functions and Data Pivot Application in MS Excel / Microsoft Excel IF-And

SEMESTER VI (IU)

ODAI0002 Principles of Ataturk and History of Turkish Revolution II

ECTS 2

(2+0)

The System of Ottoman Empire / Reasons of Collapse of the Ottoman Empire / Political Reforms / Social Reforms / Reform in Law / Reform in the Fields of Education and Culture / Reform in the Field of Economics / Domestic and Foreign Political Events (1923-1938) / Principles of Turkish Revolution



ODTD0002 Turkish II
(2+0)

ECTS 2

Language Skills, Language and Culture Relations / The Place of Turkish Between the World Languages / Current Status and Spreading Areas of the Turkish Language / Grammar Parts / Turkey Turkish Sound Events / Spelling Rules and Implementation / Punctuation and Implementation / Suffixes and Implementation / Turkish nouns and verbs / Expression Plan / Paper Plan / Phrases

INIS2004 Organization and Management
(3+0)

ECTS 4

Basis Concepts, Characteristics of Management Process / Evolution of Management Thought, Classic and Neo-Classic Approach / System and Contingency Theory / Total Quality Management / New Management Concepts and Techniques / Decision Making / Leading: Leadership / Motivation / Management Functions: Planning / Organization / Execution / Coordination / Control

INIS2077 Financial Reporting
(3+2)

ECTS 5

International and Turkish Accounting Standards / Uniform Accounting System in Turkey / Cash Flow Statement / Issues About Valuation of Assets / Long Tem Leasing / Associate Companies / Consolidation / Construction Contracts / Provisions / Shareholders' Equity / Deferred Tax / Derivatives / Review

INIS3010 Production Management
(3+0)

ECTS 4

Production and Production Management / Definition and Classification of Production Systems / Location Strategies and Models / Capacity Planning and Breakeven Point Analysis / Layout Strategies / Work Analysis / Maintenance Planning / Project Type Production System

INIS3018 Marketing Management
(3+0)

ECTS 4

Elements of Marketing Strategy, Quality and Customer Satisfaction / Environment and Marketing / International Marketing / Marketing Planning / Marketing Research, Marketing Information Systems / Segmentation, Targeting and Positioning / Consumer Behavior / Business to Business Marketing, Relationship Marketing / Product Strategy, New Product Planning / Pricing Strategy, Managing Pricing / Service Marketing, Distribution Strategy, Retailing, Physical Distribution / Marketing Communication, Advertising, Sales Promotion and PR Personal Selling, Sales Management

SEMESTER VII (IU)

INIS3023 Cost Accounting
(2+2)

ECTS 5

Cost, Expense, Expenditure Concepts / Cost Behavior / Direct and Indirect Costs / Factors of Production / Direct Material / Direct Labor / Manufacturing Overhead / Income Statement in Manufacturing Companies / Unit Cast Calculation / Cost Allocation Table / Job Order Costing / Process Costing / Joint Production Costs



INIS3040 Management Information Systems

ECTS 5

(3+0)

Business Information Systems 1 / Business Information Systems 2 / Business Information Systems 3 / Hardware 1 / Hardware 2 / Software 1 / Software 2 / Telecommunication and Network Systems 1 / Telecommunication and Network Systems 2 / Telecommunication and Network Systems 3 / Security 1 / Security 2 / Security 3

INIS4005 Strategic Management

ECTS 5

(3+0)

Strategic Management and Strategic Competitiveness / The External Environmental Opportunities / Threats, Industry Competition / The Internal Environment Resources / Capabilities / Core Competences / Applying the Strategic Management Process / Generic Strategy Alternatives and Strategy Variations / Business-level Strategies / Corporate-level Strategies / Acquisition and Restructuring Strategies / Cooperative Strategies

INIS3047 Industrial Relations

ECTS 5

(3+0)

Industrial Relations System, Concept, Components, Historic Development / Individual Relations: Labor Law (Scope, Basic Principles and Components) / Labor Contract: Definition, Components, Types, Obligations of Employee / Obligations of Employer, Severance Pay / Principles Concerned with Security / Principles Concerned With Job Stability / Hours of Work, Weekly Rest, Annual Leave / Introduction to Collective Labor Law: Labor Unions, Types, Parts, Activities and Union Liberty / Collective Bargaining: Concept, Principles / Collective Agreement: Authorization, Invitation, Bargaining Process / Collective Agreements Disputes, Peaceful Solution / Strike and Lockout, Basic Principles / Strike and Lockout Laws, Postpone and End

SEMESTER VIII (IU)

INIS3079 Managerial Accounting

ECTS 5

(2+2)

The Relation Between Managerial Accounting and Cost Accounting / Standard Costing with Regard to Control of Activities / Variance Analysis and Performance Reports / Variable Costing / Cost Concepts Affecting Business Decisions / Breakeven Analysis / Opportunity Costs / Controllable and Uncontrollable Costs / Short Term Pricing Decisions / Formation of Product Mix / Budgeting / Strategic Cost Approaches

INIS4019 Marketing Strategies

ECTS 5

(3+0)

Marketing Strategy: The Concept and Trends in Its Management / Strategy Formulation / Environmental Analysis / Marketing Planning / Strategic Analysis Such as Swot, BCG, GE, PIMS / External and Customer Analysis / Competitor Analysis, Market Analysis / Alternative Business Strategies / Obtaining a Sustainable Competitive Advantage / Differentiation Strategies, Diversification / Strategic Positioning, Growth Strategies: Penetration, Product-Market Expansion, Vertical Integration / Global Strategies / Implementation

INIS3002 Financial Management

ECTS 5

(3+0)



Company Valuation / Company Valuation / Company Valuation / Mergers and Acquisition / Mergers and Acquisition / Initial Public Offering / Capital Structure Theories / Capital Structure Theories / Dividend Policy / Dividend Policy / Financial System and Institutions (TCMB, SPK, BDDK, TMSF, etc) / Financial System and Institutions (TCM, SPK, BDDK, TMSF, etc) / Financial Instruments / Financial Instruments

Elective Courses in Istanbul University

INIS2506 Business Law
(3+0)

ECTS 5

Commercial Law Principles and Law Resources / Trading Firms / Trading Affairs and Commercial Rules / Tradesman (Merchant) – Consequences and Determination of Being Tradesman / Trade Register / Trade Name and Other Trade Names / Trademark / Unfair Competition / Commercial Books / Currents Account / Auxiliaries of Tradesman: Commercial Representative, Mercantile Agent and Commercial Traveler / Auxiliaries of Tradesman: Agency, Commission Agent and Broker

INIS2103 Money and Banking
(3+0)

ECTS 5

Money, Financial System and the Economy: An Introduction / The Nature and Origins of Money: Alternative Approaches / Money Supply Process: Endogenous and Exogenous Money / Theories of Money Demand and Money Demand Function / Goals and Instruments of Monetary Policy / Central Bank Balance Sheet / Nominal Anchors and Monetary Policy Strategies / Theories of Interest and Risk and Maturity Structure of Interest Rates / International Finance and Exchange Rate Regimes / New Monetary Consensus and Monetary Transmission Mechanism / Money and Production: Alternative Approaches / Financial Crises and Monetary Policy

INIS4011 Production Systems
(3+0)

ECTS 5

Demand Management / Inventory Management and Models / Stochastic Inventory Control / MRP-Materials Requirement Planning / DRP-Distribution Resource Planning / Aggregate Production Planning / Scheduling

INIS4114 Project Management
(3+0)

ECTS 5

Introduction to Project Management: Basic Concepts and Definitions / Lean Canvas Model, Project Life Cycle / Strategic Management and Project Selection / Planning: Work Breakdown Structure, Defining the Activities, Scheduling / Hands-on Applications in the Computer Lab with MS Project / Planning: Scheduling, Budgeting, Resource Allocation, Resource Leveling, Resource Constrained Planning / Execution: Schedule and Cost Performance Analysis and Control / The Project Manager and the Project Team / Communication and Project Documentation / The Project in the Organizational Structure Types

INIS4129 Business Forecasting
(3+0)

ECTS 5

Introduction to Forecasting / R and R-Studio / Preparing Time Series Data for the Analysis / Simple

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Linear Regression Analysis / Time Series Decomposition Methods / Time Series Smoothing Techniques / Autocorrelation and Stationarity Analysis / Autoregressive (AR) Models / Moving Averages (MA) Models / Autoregressive Integrated Moving Averages (ARIMA) Models / Seasonal ARIMA Models / Autoregressive Distributed Lag Models

INIS2099 Research Techniques in Social Sciences

ECTS 5

(3+0)

Introduction to Research Methods in Social Sciences / Research Process / Experimental Design / Communication and Observational Methods / Qualitative Studies / Article Search in Databases / Introduction to Meta-Analysis / Articles: Meta-Analysis / Articles: Experimental Design / Articles: Communication Studies / Articles: Observational Studies

INIS4123 Accounting Information Systems

ECTS 5

(3+0)

Accounting Information Systems: An Overview / Overview of Transaction Processing and Enterprise Resource Planning Systems / Systems Documentation Techniques / The Revenue Cycle: Sales to Cash Collections / The Expenditure Cycle: Purchasing to Cash Disbursements / The Production Cycle / The Human Resources Management and Payroll Cycle / General Ledger and Reporting System / Control and Accounting Information Systems / Auditing Computer-Based Information Systems

INIS4096 Compensation Management

ECTS 5

(3+0)

Definition and Importance of the Compensation, Compensation Management Concept, the Total Salary Package, Wage Concepts / Compensation Management System and Process / Theories of Wages, Wage Satisfaction and Motivation / Environmental Compensation Factors, Strategy and Policies / Surveys and Factors Affecting the Level of Salary / Pay Structures, Job Based-Person Based Pay Structures, Job Evaluation, Job Evaluation Methods / The Design of the Pay Structure, Individual and Collective Pay, Brackets and Bands, Person Based Pay Structures / Pay Systems / Traditional Pay Systems, Incentive Pay Systems / Additional Benefits / Social Benefits / Private Employee Groups-Manager, Salesperson and Professional Employees-Salaries, Equality in Compensation / Rewarding Systems / Management of Compensation Programs / Adjustment on Wages/Salaries / Current Issues and Problems of Compensation

INIS4084 Current Issues in HRM

ECTS 5

(3+0)

Theories and Approaches Related to Current HRM Developments / Strategic HRM / International HRM / Diversity Management / HRM and The Principle of Equal Treatment / Competency Based HRM / Flexible Working and HRM / Organizational Culture and HRM / HRM in Family Business and Small Scale Businesses / Current Developments in the National and International Labor Legislation / Other Current Issues: Mobbing-Organizational Citizenship / Person Based Compensation Structures / Public Personnel System, Job Security

INIS4821 Brand Management

ECTS 5

(3+0)

What is a brand? Benefits, Functions, Product-Brand Relationship / Types of Brand, Brand Size and Brand Ownership / Visual Components Brand: Name, Logo, Emblem, Slogan / Brand Components: Brand Identity and Brand Personality / Brand Components: Brand Image and Brand Value / Brand

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Equity / Brand Loyalty and Brand Awareness, Perceived Quality and Brand Association / Brand Strategy: Positioning Perception Maps / Brand Strategy: Brand Expansion / Brand Communication / Branding and Strategic Brand Management Process Steps / Global Brand Management

INIS3879 Quality Improvement Techniques

ECTS 5

(3+0)

Introduction to Quality / Introduction to Business Process Management / Business Process Improvement Tools / Tools for Collecting Data About the Performance Shortcoming / Tools for Analyzing the Performance Shortcoming (Scatter diagram, Pareto chart) / Tools for Analyzing the Performance Shortcoming (cause and effect diagram, five ways analysis) / Tools for Analyzing the Performance Shortcoming (Histogram, Relations Diagram) / Tools for Analyzing the Performance Shortcoming (Matrix Diagram, Affinity Diagram) / Tools for Generating Ideas and Choosing Among Them (Brainstorming, nominal group technique, six thinking hats) / Tools for creating improvements (Quality Function Deployment) / Tools for Implementing Improvements (Three diagram, eight disciplines for problem solving etc.) / More Process Improvement Tools (Continuous Improvement and KAIZEN) / More Process Improvement Tools (FMEA, SERVQUAL)

INIS4028 Capital Market and Investment Management

ECTS 5

(3+0)

Introduction, Financial System, Financial Institution and Financial Instruments / Capital Market and Market Structure / Risk, Profit / Portfolio Theory and Diversification / Efficient Market Hypothesis / Valuation of Financial Assets / Technical Analysis / Fixed Income Securities / Portfolio Management / Portfolio Performance Assessment

INIS4798 Sustainability and Innovation Management

ECTS 5

(3+0)

Key Concepts: Value, Business Model, Innovation and Strategic Innovation / New Economy, Knowledge Economy / The Essence of Differentiation in Contemporary Strategies / Typology of Innovation / Factors of the Innovation Process / Managing and Organizing the Innovation Process / Intellectual capital Management and Innovation Process / Customer Experience Innovation, Business Model Innovation / Strategic Alliances and Contemporary Networks / Strategic Contribution of Knowledge, Technology and R&D Activities in the Innovation Process / Strategic Contribution of New Product Development Activities in the Innovation Process / Integration of Operations and Quality Management With Innovation Management Process / National Innovation Systems, Innovation Movement in Developing Economies and the case of Turkey

INIS4134 Business Ethics

ECTS 5

(3+0)

Basic Concepts, Difference Between Ethics and Morality / Ethical Theories I / Ethical Theories II / Ethical Theories III / Lying, Stealing, Cheating and Breaking Promises / Reward, Punishment and Justice / The Individual in the Organization / Discrimination and Mobbing / Ethics in the Marketplace / Social Responsibility, Moral Responsibility and Environmental Ethics / Trade Secrets, Conflicts of Interests and Whistleblowing / Media, Technology, Mass Manipulation and Ethics / Setting Up a Moral System

INIS4105 Case Studies in Managerial Accounting

ECTS 5

(3+0)

The Nature and Purpose of Accounting / Cost Concepts and Classification / The Nature of



Managerial Accounting / Cost Behavior / Absorption and Variable Costing / Standard Costing / Financial Control / Strategic Planning and Budgeting / Short-run Alternative Choice Decisions / Long-run Alternative Choice Decisions: Capital Budgeting

INIS4029 International Finance

ECTS 5

(3+0)

Introduction to International Finance / Balance of Payments (BOP) / Balance of Payments (BOP) (Continuation) / Types of Quotation Currency Converter / The International Monetary System / Financial Crisis / Monitoring of Exchange Rate Risk and Positions in Foreign Currencies / Monitoring of Exchange Rate Risk and Positions in Foreign Currencies (Continuation) / Parity Theorems of International Finance / Futures Contracts / Options / Swaps, and Other Over-the-counter Financial Derivative Instruments / International Monetary and Capital Markets / Derivative Products

INIS4075 International Financial Reporting Concepts and Techniques

ECTS 5

(3+0)

Conceptual Framework for Financial Reporting / IAS 1 – Presentation of Financial Statements / IAS 7 – Cash Flow Statement / IFRS 15 – Revenue / IAS 2 – Inventories / IAS 16 – Property, Plant and Equipment / IAS 38 – Intangible Assets / IAS 36 – Impairment of Assets / IAS 40 – Investment Property / IFRS 5 – Non-Current Assets Held for Sale and Discontinued Operations / IAS 23 – Borrowing Costs / IAS 37 – Provisions, Contingent Liabilities and Contingent Assets / IAS 19 – Employee Benefits / IAS 12 – Income Taxes / IAS 21 – The Effects of Changes in Foreign Exchange Rates / IAS 32 – Financial Instruments: Presentation / IFRS 9 – Financial Instruments / IFRS 7 – Financial Instruments: Disclosure / IAS 28 – Investments in Associates and Joint Ventures / IAS 27 – Separate Financial Statements / IFRS 3 – Business Combinations / IAS 8 – Accounting Policies, Changes in Accounting Estimates and Errors / IAS 10 – Events After the Reporting Period / IAS 24 – Related Party Disclosures / IAS 34 – Interim Financial Reporting

INIS2100 Case Studies in Financial Accounting

ECTS 5

(3+0)

The Nature and Purpose of Accounting / Balance Sheet / The Income Statement/ Accounting Records and Systems / Monetary Assets / Cost of Sales and Inventories / Property, Plant and Equipment / Intangible Assets / Depreciation, Amortization and Impairment / Current Liabilities / Provisions / Non-current Liabilities / Sources of Capital: Owners' Equity / Revenue Recognition / Understanding Financial Statements

INIS3115 Staffing Organizations

ECTS 5

(3+0)

Introduction to Staffing / Human Resources Planning / Recruitment Strategies for the Organizations / External Recruitment and Internal Recruitment / Selection / Interviews / Staffing System Management / Retention Management / The Effectiveness of Staffing Function

INIS2101 Consumer Behavior

ECTS 5

(3+0)

Introduction to Consumer Behavior / Perception / Learning and Memory / Motivation and Values / The Self, Personality and Lifestyles / Attitudes and Persuasion / Decision Making Process, Buying and Disposing / Reference Groups, Organizational and Household Decision Making Process / Income and Social Class / Cultural Influences on Consumer Behavior and Subcultures

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INIS3107 Customer Relationship Management

ECTS 5

(3+0)

CRM Definition and Course Introduction / Sales Oriented Marketing and Customer Oriented Marketing / Customer Oriented Perspective: Advantages and Goals / Customer Definitions and Customer Relationship Lifecycle / Internal CRM and Customer Oriented Company Culture / Creating Customer Value and Brand Loyalty / Operational CRM: Supply Chain and Retail Channel Management-ERP / Operational CRM: Call Center, Direct Mail and Web Management / Analytical CRM: Consumer Data and Consumer Information Systems / Analytical CRM: Data Base Marketing and Data Mining Techniques / Analytical CRM: Segmentation with RFM Analyses / Analytical CRM: Cross Sales and Personalized Product and Services / Analytical CRM: Loyalty Programs

INIS2135 Management, Movies and Communication

ECTS 5

(3+0)

Management Theory and Case / Making Decision Theory and Case / Communication Theory and Case / Leadership Theory and Case / Economy Theory and Case / Innovation Theory and Case / Project Organization Theory and Case / Ego Theory and Case / Strategy Theory and Case / Sustainability Theory and Case / Management Communication Concept / Body Language / Fundamentals of Communication Inside Business / Practices of Communication Inside Business

INIS2102 Vocation and Career Consulting

ECTS 5

(3+0)

Basic Concepts Work, Vocation and career / Psychological and Sociological Factors Affecting Career Development / Trait and Factor Theories: Parson's Theory / Trait and Factor Theories: Holland's Typology Theory / Career Anchors Theory / Status Attainment Theory / Family Systems Theory / Developmental Approach: Ginzberg and His Colleagues' Theory / Developmental Approaches: Super's Theory

INIS2099 Business Analytics and Big Data

ECTS 5

(3+0)

Introduction to Data Analytics / Data Modeling – Descriptive Analytics, Predictive Analytics, Prescriptive Analytics / Big Data and Knowledge Discovery in Databases / Clustering / Case Studies with R / Association Rules and Sequential Patterns / Case Studies with Weka / Decision Rules and Classification / Marketing Analytics, Social Media Analytics, Financial Analytics and Fraud Detection, Human Resources Analytics

INIS2516 Business Taxation and Procedures

ECTS 5

(3+0)

Basic Principles of Tax and Major Taxes Within the Company / Taxation Process and Tax Audit / Tax Compliance, Tax Disputes and Resolutions / Basic Architecture of Turkish Tax Law / Main Tax Law Basic Architecture / Accounting and Tax Regulations Basic Relations, Current Situation in Turkey / Business Profits and Principal Valuation Provisions in Balance Sheet Taxation Method / Accounting and Tax Regulations-Basic Valuation Differences / Accounting for Income Taxes / Tax Planning and Tax Avoidance / Tax Criminal System / Procedures of Collection of Public Claims / International Current Tax Issues

INIS2507 Production and Economy**ECTS 5****(3+0)**

Principles of Economics and Measurement of Economic Efficiency / Factors of Production, Labor, Capital, Land, Technology, Entrepreneur, Economies of Scale, Law of Diminishing Returns, Contemporary Economic Outlook; Concepts of Production, Ownership, Price and Money, Economic Units, Circulation of Economic Activities, Development of National Production / Sectoral Production and Producer Cooperatives / Production Function in Terms of Growth and Economic Improvement / Interrelationships of Supply, Demand, Employment and Production Equilibrium / Equilibrium within Companies / Quantitative Research and Model building, Sources of Production Data and Information, Introduction to Matrix Algebra / Mathematics and Operations Research Techniques in Production / Macroeconomic Production Models, Input-Output Analysis / Time Series Analysis in Production Research / Connection Between Production and Macroeconomic Outlook, Industrial Production Index and Capacity Utilization Rate / Case Studies and Introduction to Computer Programming / Case Studies with Computer Programming

INIS3136 Corporate Social Responsibility**ECTS 5****(3+0)**

Introduction to Corporate Social Responsibility: Obligation, Responsibility and Responsiveness / Effects and Principles of Corporate Social Responsibility / Stakeholder Theory and Regulations / Sustainability and Sustainable Development / Environment, Society and Sustainable Resource Management / Sustainable Markets and Developing Responsible Strategies / Diversity Management / Inclusion at Work, Ethics, Corporate Social Responsibility and Corporate Behavior / Globalization and Corporate Social Responsibility / Corporate Social Responsibility and Leadership / Corporate Social Responsibility in Not-for-Profit Organizations / Example Cases and Discussion

INIS3892 Production Theory**ECTS 5****(3+0)**

Economic Activity, Production, Microeconomic Production Functions, Production Data and Production Control / Production and Input Relationship, Costs of Production, Production Planning and Analysis / Technology and Standardization in Production Processes / Optimum Efficiency, Lean Thinking, Theory of Constraints and Agile Production / Quantitative Research and Model Building, Sources of Production Data and Information, Introduction to Matrix Algebra / Mathematics and Operations Research Techniques in Production / Production Theory and Optimization / Sensitivity Analysis in Production Models, Duality, and Shadow Prices / Optimization Applications in Production / Production and Microeconomics Connection, Introduction to microeconomic Production Functions / microeconomic Production Functions and Their Applications / Matching Supply with Demand, Operations-finance interphase / Case Studies and Introduction to Computer Programming / Case Studies with Computer Programming

INIS4126 Current Economic Issues**ECTS 5****(3+0)**

Fundamental Subjects and Problems of Macroeconomics / An Overview of Schools of Orthodox and Heterodox Macroeconomic Thought / Principles of Orthodox/neo-classical Macroeconomics / Principles of Heterodox Economics: Keynes and Post Keynesians / Principles of Heterodox Economics: Marx and Marxist Macroeconomics, Institutional Economics / National Income and Product Accounts / Price Indices and Inflation Measures / Labor Market Concepts and Indicators / Money and Banking and Interest Rates / Monetary Policy and the New Monetary / Macroeconomic Consensus / Fiscal Policy / Unemployment, Inflation and Full-Employment Policy / Exchange

APPENDIX 3 – The Grading System of IU

Grade Points	Course Grade	ECTS Grade	Definition	Grade Interval
4.00	AA	A	Excellent	88 - 100
3.50	BA	B	Very Good	80 - 87
3.00	BB	C	Good	73 - 79
2.50	CB	D	Avarage	66 - 72
2.00	CC	E	Satisfactoring	60 - 65
1.50	DC	-	Conditional Pass	55 - 59
1.00	DD	-	Conditional Pass	50 - 54
0.00	FF	FX	Failed	0 - 49
0.00	FD	F	Absentee	0
-	G	-	Pass (for uncredited courses)	
-	M	-	Exempt	

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APPENDIX 4 – The Grading System of IUS

Grading scheme and grade distribution guidance	Grading Scale	International Letter Grade	Grade Point Value	Letter Grade in B&H	Numerical Grade in B&H
	0 - 44	F	0	F	5
	45 - 54	E	1		
	55 - 64	C	2	E	6
	65 - 69	C+	2.3	D	7
	70 - 74	B-	2.7		
	75 - 79	B	3	C	8
	80 - 84	B+	3.3		
	85 - 94	A-	3.7	B	9
	95 - 100	A	4	A	10

(2) Student's final achievements shown in column *Letter Grade in B&H* as above are graded in line with the following criteria:

- g) 10 (A) – exceptional achievement, without errors, or with minimal errors, 95 – 100 points;
- h) 9 (B) – above average achievement, with a few errors, 85 – 94 points;
- i) 8 (C) – average achievement, with noticeable errors, 75 – 84 points;
- j) 7 (D) – generally good achievement, with significant imperfections, 65 – 74 points;
- k) 6 (E) – meets minimal criteria for achievement, 55 – 64 points;
- l) 5 (F, FX) – does not meet minimal criteria, less than 55 points.

(4) Letter marks which are not affecting student's CGPA:

- e) **"IP" – In progress** is assigned for recording unfulfilled student obligations related to thesis preparation.
- f) **"S" – Satisfactory** is assigned to student who passed the examinations that are not numerically graded, or whose written assignment has been accepted.
- g) **"U" – Unsatisfactory** is assigned to student who failed to pass the examinations that are not numerically graded.
- h) **"W" – Withdrawal** signifies that student has withdrawn from the relevant course.

Additional letter mark that affects student's CGPA is **"N/A" – Not attending** and it is assigned to student who is suspended from the course or who does not meet minimal requirement for attendance on lectures or tutorials.