

**MANAGEMENT TRAINING & MARKET
ECONOMICS EDUCATION FOR ALBANIA**

QUARTERLY PROGRESS REPORT FOR

January 1 - March 31, 1999

Submitted to:

Agency for International Development

Submitted by:

**Sang M. Lee
Project Director
University of Nebraska-Lincoln**

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
DIRECTOR'S ASSESSMENT	6
PRIMARY CONTACTS	9
INTRODUCTION	10
SECTION I	11
Program Status.	11
Program Goals.	11
Objectives and Accomplishments	12
<i>Table 1</i> Program Goals, Objectives, and Accomplishments	16
Summary Table of Statistics	17
SECTION II	18
Administration.	18
Internal Evaluation Methods and Results	18
Sustainability and Impact	18
UNL Director in Residence -- Internal Evaluation.	18
SECTION III	23
Plans for the Next Quarter, January -March, 1999	23
Goals, Objectives, and Planned Activities	23
<i>Table 2</i> - Planned Activities for Next Quarter	23

APPENDIX

- A. Activity Reports
- B. MBA Brochure
- C. Student Business Newspaper

Attachment Financial Summary Report January -March, 1999

EXECUTIVE SUMMARY

This report presents a summary of activities for the Management Training and Market Economics Education for Albania program for the period of January 1 - March 31, 1999.

The crisis in Kosovo has continued to escalate and hundred of thousands of ethnic Albanians have fled the country into Albania. Even though the political situation is still very volatile our project continues to make progress. The MBA program continues to be the shining star of our project. The second cohort of MBA students continues progress and is still on pace to graduate on time. They completed courses in Financial Management and Organizational Behavior last quarter. Starting in March 1999 the second cohort of students have enrolled in two additional courses in Marketing Management and Managerial Accounting. The program is reaching a point where it is becoming more self-sustained. The Director in Residence and the UNL team have significantly reduced the day to day intervention of the program. Many of the graduates of the MBA program have obtained very successful positions in the local industry of Albania. Some of the organizations that the students have obtained important positions include the Albanian Power Company, a marketing organization in Tirana, Albanian government agencies, etc. Two University of Tirana faculty came to UNL for a semester-long MBA instruction training during the spring semester, 1999.

The BACs have received upgrades to the equipment over the last quarter. The computers that were stolen during the riots last year have been replaced and have now been incorporated into the existing communication infrastructure. The Technology Management Center (TMC) at the Polytechnic University of Tirana has continued to research ideas that will assist in the promotion of light industry development in Albania. Contacts have been made with an Italian wool yarn producer who is very interested in purchasing Albanian wool. We believe that the TMC in coordination with our BACs will help promote value-added production enterprises, which are critical to Albania's economic development and are currently lacking. The Project Director traveled to Macedonia to hold a three-day workshop with BAC directors and staff. All strategic goals were reviewed and project activities were updated.

The Students in Free Enterprise (SIFE) chapters at our partner universities have continued their activities and are preparing their 1999 Albanian competition in Ohrid, Macedonia

DIRECTOR'S ASSESSMENT

Albania's struggle to recover from the destructive turmoil of 1997 continues. The violence in Kosovo caused tens of thousands of refugees to flee to Albania. Then, NATO air strikes began on March 24, 1999. The systematic ethnic cleansing in Kosovo forced a flood of Kosovar refugees into Albania, Montenegro, and Macedonia. Albania accepted at least 400,000 refugees, mostly through Kukes, but some through Macedonia into Pogradec and Korca. Now the population of Albania has increased by more than 15 percent, while the country is struggling to meet the basic needs of its own citizens.

While the Shkodra district has been overwhelmed by the flood of refugees, many refugees have also been disbursed to Durres, Tirana, and other major cities of Albania. Humanitarian needs are rapidly rising to a crisis stage. Food, water, medicines, and non-food items such as blankets, tents, soaps, etc., are urgently needed. While the current health situation could quickly evolve into a major crisis, preventive measures have been undertaken by emergency support organizations. However, sanitation is a major concern at every refugee concentration area.

The Tirana Airport has been closed to civilian air traffic, telecommunication has been erratic at best, and all other normal activities have been degraded to support military logistics. Given the situation described above, it has been a real challenge to carry out our project activities at the normal level. Nevertheless, we have made important progress toward achieving our goals in all areas.

The second cohort of MBA students completed two courses taught by Albanian faculty who were trained at UNL. In March 1999, they started two new courses, Marketing Management and Managerial Accounting, also taught by two UNL-trained Albanian faculty. Two Albanian faculty members started their semester-long training for MBA instruction at UNL. They will be returning home at the end of the spring semester.

The Study Room for MBA students and the Computer Lab in the Faculty of Economics at the University of Tirana have been prepared. Some of the computers, furniture, and other equipment ordered have been delivered, but the rest of the furniture and equipment is being delayed due to the current situation at the Tirana Airport. These two rooms will be fully equipped very soon.

The BACs have struggled to continue their normal activities. However, the Technology Management Center (TMC) at the Tirana Polytechnic University has been actively involved in researching the required equipment and technological know-how for exporting wool to Italy. The synergy between the BACs and TMC is expected to generate new opportunities for job creation and exports. The Students in Free Enterprise (SIFE) chapters have continued their creative projects (student newspaper, a business map, promoting tourism, community improvement project, etc.). They are preparing for the 1999 Albanian competition on May 1, 1999 in Ohrid, Macedonia. BAC offices will be receiving new computer equipment and telephones very shortly. This will greatly improve their communication activities through e-mail, the Internet, and other information services such as Lexis-Nexis.

This Project Director traveled to Skopje, Macedonia in early January 1999 to hold workshops and project coordination meetings with the deans and BAC directors/staff of our

Albanian partner institutions. In addition to encouraging these personnel, the Project Director reviewed the strategic goals and activity plans for the project.

Our work environment is extremely difficult and the new and grave situation in Albania is quite discouraging at times. However, the added difficulties provide us with a new incentive to double our efforts to make a difference in helping Albania to overcome its many obstacles toward a better future.

PRIMARY CONTACTS

University of Nebraska-Lincoln

Project Director: Professor Sang M. Lee (402-472-3915)
Director in Residence: Dr. Michael Martin (389-96-263304)
Secretary: Susan Wilson (402-472-3133)

University of Tirana

Rector: Marenglen Spiro
(Tel: 355-42-28402, FAX: 355-42-23981)
Dean, Faculty of Economics: Dhori Kule (Tel/FAX: 355-42-24772)
MBA Director: Vasilika Kume (Tel/FAX: 355-42-24772)
Project Office: (355-38-2023710)

Technology Management Center - Tirana Polytechnic University

Director: Emile Lamani (Tel/FAX: 355-42-27914)

University of Korca

(Tel: 355-82-42580/Fax: 355-82-42230)
Rector: Gjergji Pendavinji
Dean, Faculty of Business: Yili Manoko
BAC Director: Ylli Manoko

University of Shkodra

(Tel: 355-22-42235/FAX:355-22-43747)
Rector: Gjovalin Gruda
Dean, Faculty of Business: Esmeralda Uruci
BAC Director: Esmeralda Uruci

University of Vlora

(Tel: 355-63-24103/FAX: 355-63-23567)
Rector: Sezni Bazaj
Dean, Faculty of Business: Natasha Metaj
BAC Director: Natasha Metaj

INTRODUCTION

This progress report on the program of Management Training and Market Economics Education for Albania summarizes activities for the period from January 1 to March 31, 1999. The first section summarizes the status of program activities in Albania; the second section provides an internal evaluation method, Director in Residence evaluation, and evidence of project sustainability; and the third section summarizes program plans for the next quarter.

SECTION I

PROGRAM STATUS

This section describes the status of the *Management Training and Market Economics Education for Albania* program. It reports the activities and accomplishments of this period. These activities and accomplishments are reported in terms of the benchmark objectives and the overall goals of the continuation program. As our project has progressed the focus of the project has switched from new initiatives to sustaining current initiatives.

Program Goals

During the January - March, 1999 quarter, the University of Nebraska-Lincoln and the participating Albanian universities continued to address the goals of the *Continuation Program of Management Training and Market Economics Education for Albania*. Our overall goals continue to be: (1) to reinforce and develop the new academic infrastructure that will train Albania's future business leaders and managers; (2) to establish the role of the university as a source of business planning and expertise through their adjunct business assistance centers; and (3) to respond to the special training needs of Albania's business and academic institutions with focused seminars and developing collaborative research.

The conditions in Albania continue to make the operation of our project very challenging. Again, despite the conditions we did continue to make significant strides towards achieving our goals and establishing efforts for sustainability. Despite everything the MBA program continues to move forward. Classes have been offered on schedule and the second group of students is making significant progress towards graduation. Due to the unstable conditions in Albania, the BACs and other activities were slowed down this last quarter. We are very proud of our recent graduates of the MBA program, many of our students have made a significant impact at their new organizations. We summarize this

quarter's activities in each of these areas in written form and provide a summary in Table 1.

Overall goal: Reinforce the new academic infrastructure

1. Fully implement the UT MBA Program and institutionalize excellence in Albania's business management programs.

a. Objectives: The first priority during this quarter was the continued support of the UT MBA program.

b. Accomplishments:

- i) Continue Second Cohort of Students. The second cohort of 34 MBA students continued their coursework by completing Managerial Finance and Organizational Behavior. The second cohort has begun their new classes in Marketing Management and Managerial Accounting.
- ii) Instruction of Coursework by Albanian Faculty. The coursework this semester is being taught by our UNL trained Albanian faculty. Professor Bardhyl Ceko and Professor Diana Lamani are teaching Marketing Management and Managerial Accounting respectively.
- iii) Albanian Faculty Exchange. Two University of Tirana faculty started their training at the University of Nebraska-Lincoln for faculty exchange. Dr. Albana Cami took courses in Money and Banking, International Trade and Finance and International Business; and Dr. Ariana Menzelxhiu started auditing courses in Operations Management Systems, Operations and Information Systems Strategy and International Business.
- iv) Student Placement. Several of our graduates of the MBA program have obtained positions in the local business community. In fact, one former student has published research in the Albanian Observer, which

is considered to be the most respected business journal in Albania (see appendix A).

- v) Promotion of MBA program. To ensure the continued interest in the MBA program our staff has begun several promotion activities. Program brochures were created and distributed to local government agencies and organizations (see Appendix B).
- vi) Support of MBA students and faculty. Resources for study and instruction, a Computer Laboratory and a Study Room and being prepared with 15 computers, furniture, and instructional equipment.

Overall goal: Establish the business assistance centers and strengthen their outreach programs

1. Provide operational assistance to the business assistance centers
 - a) Objective: Further strengthen the Business Assistance Centers (BAC) operations and better integrate the BACs into the academic and business communities. BAC activity reports for January 1999 - March 1999 are provided in Appendix A.
 - b) Accomplishments: Significant progress has been made under close supervision of the Director in Residence.
 - i) Market Research: The market research associated with the wool industry in Albania has made contacts with an Italian yarn producer. The producer is interested in the wool, as long as it can be washed and combed up to specifications. The group is now researching machinery that will help accomplish this goal.
 - ii) Director in Residence Outreach. The Director in Residence traveled to Sofia, Bulgaria last month for the USAID SME conference. The purpose of the conference was to discuss methods to upgrade the infrastructure and quality of products for Balkan counties.
 - iii) Web Site Development. The BACs have finished the construction of web pages to announce their services and to hopefully promote

Albanian tourism. The goal is to promote Albania's unique natural resources for adventurous travelers.

2. Provide support to the host institutions
 - a) Objective: Provide outreach support for the host institutions
 - b) Accomplishments: Several regional activities have taken place that will strengthen outreach efforts.
 - i) Computer Upgrades. The new computers have been integrated into the BAC infrastructure. The BACs have established an Internet connection and email services.
3. Cooperate with business development efforts in Albania.
 - a) Objective: The focus is to involve Albanian university faculty in business development efforts through BAC activities.
 - b) Accomplishments: Efforts continue to be made that will give faculty members of the host institutions close contacts with the local business community.
 - i) SIFE Team Development. The SIFE team has begun preparing their projects for the May 1 competition in Ohrid, Macedonia. The original project competition scheduled for April 16th was postponed due to the recent influx of refugees. Some of the current projects include a business map, community improvement program and a student newsletter (see Appendix C).

Overall goal: Provide focused seminars and sustain collaborative research

1. Provide special training sessions for business and governmental leader
 - a) Objective: The UNL training team will periodically provide special designed training sessions to selected government, business and project leaders.

- b) Implementing activities: The Project Director traveled to Shopje, Macedonia in January 1999 for project status meetings and a workshop for BAC directors and staff. Several key members associated with the project including the Deans of the Faculty of Economics, BAC Directors, and BAC staff attended to discuss concerns and direction of the project.

2. Encourage and sustain collaborative research

- a) Objective: Establish collaborative research that offers the opportunity to develop solid working partnerships between UNL and Albanian faculty.
- b) Implementing activities: Both UNL and Albanian faculty continue to pursue research opportunities.
 - i) Albanian professors trained at UNL have continued to develop collaborative research projects with their UNL mentors. Since the inception of the project many papers have been published as a result of the joint research efforts between UNL and Albanian faculty.

Table 1 Program Goals, Objectives, and Accomplishments

Program Goals	Objectives	Accomplishments
Reinforce Albania's business academic infrastructure	Continued support of the University of Tirana MBA program	The second cohort of students completed their first courses in Managerial Finance and Organizational Behavior taught by Professors Halit Zhafa and Suzana Lama. They have begun the second courses in Managerial Marketing and Managerial Accounting taught by Bardhyl Ceko and Diana Lamani who were trained at UNL.
		Several of our MBA students have been placed in the local business community and government agencies.
		Dr. Albana Cami and Dr. Ariana Menzelxhiu started their MBA course instruction training at UNL spring semester, 1999. They audited courses in Money and Banking, International Finance, International Business, Operations Management, and Operations Strategy.
		MBA program brochures were created and distributed to the surrounding business community and government agencies.
		Preparing a Computer Laboratory and Study Room with 15 computers and miscellaneous other equipment.
		Contacts have been made with an Italian wool producer to begin the export of raw wool. Research is being conducted on machinery that makes sure the quality of the wool is up to specification.
Establish the business assistance centers and strengthen outreach programs	Provide operational assistance to the business assistance centers	The Director in Residence traveled Bulgaria to discuss how to improve Balkan countries products for export.
		The BACs have developed web pages to announce their service as well as promote tourism in the area. The web page focused on the natural wonders in Albania.
		The computer equipment has been integrated into the BAC infrastructure and Internet connections have established.
	Provide support to the host institutions	The SIFE in Tirana has begun new initiatives including the development of a business newsletter and agricultural newsletter. SIFE teams are preparing for the 1999 Albanian SIFE competition in April in Macedonia
Provide focused seminars and sustain collaborative research	Sustain collaborative research	Continue joint efforts between UNL and Albanian faculty. Several research papers have been completed.
	Focused seminars	In January 1999 the Project Director conducted a focused workshop with the BAC directors in Macedonia.

Summary Table of Statistics

Program Type	# Events Planned	# Events Actual	# Participants Planned	# Participants Male	# Participants Female	#Participants Total
Ph.D. (by cohort)	N/A					
MBA (by cohort)	1 cohort	1 cohort	34	11	23	34
Certificate (by type)	N/A		4	2	2	4
Seminars (1 day maximum and Workshops (multiple days)	4	4	100	30	35	75
Business Counseling	4 ctrs	4 ctrs	400	200	170	370
Special Company Intervention	N/A		10	5	5	10
Resource Centers (by type activity)	N/A					
Other (Project Director's workshop)	1	1	9	6	3	9

Section II

Administration

Internal Evaluation Methods and Results

Internal evaluation methods reflect the overall measurement and evaluation (M&E) methodology adopted for Management Training for Eastern Europe Program (MTEEP). The methods include the use of the evaluation documents and the new Participant Training Management System (PTMS) data form endorsed by the Project Directors' Meeting in Budapest in mid-April, 1996.

Current internal evaluation methods include tracking the number of students or participants enrolled in the MBA, BAC outreach, and other focused training programs. These methods remained in effect during this quarter.

Evidence of Sustainability and Program Impact

The efforts taken during the quarter have had both a positive impact on the overall success of the project and have helped ensure the sustainability of the project. Over the past three months, many of the activities have had a significant impact on the successful transition to a market economy. These activities include 1) the second cohort of MBA students continued with the third semester of courses; 2) the instruction of two additional MBA classes are being conducted by UNL trained Albanian faculty; and 3) the successful placement of several of our MBA graduates in the business community.

UNL Director in Residence Internal Evaluation

The unfortunate crisis in Kosovo laid an additional challenge and level of uncertainty on MTEEP-Albania at the end of the first quarter. The US Embassy in Skopje issued an "unauthorized evacuation" in mid-March which strongly encouraged people to consider leaving, but made no order for a forced departure. That was very fortunate, because Ohrid has served as a viable location for managing USAID projects. In spite of the horrors that are occurring across the border in Serbia, Ohrid remains stable and calm.

The first quarter of 1999 began with a very productive meeting in Skopje of all the deans and BAC staff of our partner universities. The program director, Dr. Sang Lee came to Skopje to meet with Dhori Kule, Dean of the Faculty of Economics at the University of Tirana, Natasha Ahmetaj of the University of Vlorë, Esmeralda Uruçi of the University of Shkodrë, and Yllson Manoku of the University of Korça, Dr. Email Lamani who has been spearheading our work at the Technology Management Center at the Polytechnic University of Tirana and other staff attended. The deans appreciated the opportunity to discuss program procedures and expressed gratitude for continued USAID support in spite of the evacuation. The main advantage of the trip for the deans, however, may have been an unexpected side benefit. They told me they had never had the opportunity to come together to discuss their concerns in Albania. It was a pleasure to be included in their substantive discussions about the role of academic institutions in Albania's future. The workshop also included discussions on the strategic goals, equipment and communication needs, and activity plans of the BACs.

During the First quarter of 1999, the MBA program moved apace in spite of the evacuation as the second class completed courses in Financial Management and Organizational Behavior. They quickly began two additional courses in March. Professor Bardhyl Ceko began teaching Marketing Management, and Professor Diana Lamani is teaching Managerial Accounting. Some of the students have traveled to Ohrid and others have communicated through email. They report that the courses are going well, but they have also raised concerns about their graduation being delayed because of the evacuation. I have informed them that the program remains on track, and that we will do everything possible to maintain the current schedule.

The graduates from our first MBA class continue to perform well in their new endeavors. Irena Jorgoni, who works for the VeVe Group in Tirana, recently published an article in the *Albanian Observer* regarding the privatization of KESH, the Albanian Power Company (attached). The article is a condensed version of the research paper that students of the first class wrote to satisfy their final course requirement. We are pleased that her work was selected for the *Albanian Observer*, as it is the most respected business journal published in Albania.

The new computers and office equipment have begun to arrive, which will significantly improve the nature of our BAC operations. A condition of providing the computer equipment to each BAC is that they obtain a telephone connection. Communicating with the BACs has been difficult because phone lines and email addresses are based in the rectors' offices. The BACs will not only have telephone lines, but a connection to the Internet. Initially, only text-email services will be available, but that connection will substantially assist us in overcoming communication obstacles. (Independent service providers of full World Wide Web connections are emerging in Albania, but their services are cost prohibitive for public institutions. Most of our partner universities are attempting to make direct connections with the Internet.) We can connect our Tirana computers, which are connected to full web services, to our partner BACs to electronically transfer files and information. The Tirana office will serve as the hub of our information network, delivering general Internet requests and information obtained from the powerful Lexis-Nexis information services network. One BAC has installed a telephone, and the other two have received authorization. The deans' cooperation in this matter is greatly appreciated. It is difficult to share information in bureaucracies, but it is particularly difficult to share it with foreign personnel and in former communist countries where information was concealed as a matter of protection. It has been a challenge, but we have had constructive dialogue regarding potential for information networking and sharing.

The computer and networking equipment comes at a propitious point in our program. I had the good fortune of attending a USAID SME conference in Sofia, Bulgaria last month. Among the topics of discussion was a price and information network for the Balkans. Price information is critically needed for emerging entrepreneurs. It is particularly important for Balkan countries because they are struggling to meet quality requirements for Western European markets. Balkan markets are less stringent and involve few transportation and transaction costs -- especially for the labor-intensive agricultural commodities and light industrial goods important to transitional economies. We began gathering price data in Tirana shortly after the refugee crisis began to monitor the influence of additional food demand on local markets. We will expand the operations to our BACs and continue the exercise in the future to share information with our counterparts in other Balkan and NIS countries.

The staff in Tirana continues to work on research and information gathering that will assist in the promotion of light industry development in Albania. Our research on Italian wool production is beginning to bear fruit. In the course of information gathering, we encountered an Italian wool yarn producer who is very interested in purchasing Albanian wool. We had not begun to target potential customers, but we have reason to believe there is a market niche for Albanian wool. The problem of supplying the Italian wool producer is that Albania does not have the technology to wash and comb the raw wool to satisfy export markets. This is just one example of why the Technology Management Center is needed to work in conjunction with our BAC network. The faculty members from the textile department have been helpful in identifying the types of machinery needed to produce washed and combed wool. Challenges remain in finding sufficient credit and in providing market network information, but those are tasks that can be managed by our BACs. The technology complement allows Albanian BACs to promote value-added production enterprises, which are critical to Albania's economic development and are currently lacking.

The Internet serves as an important medium for promoting Albanian products and services. Our first web page has almost completed construction and will be launched in the near future. The students who work in the MTEEP office were keen to write a web page that boasts of Albania's tourist treasures (see attached). They feel news coverage has not portrayed Albania's admirable culture and inspirational natural resource wonders. Albania may not be the choice of tourists who want to spend a relaxing week at a resort hotel full of creature comforts, but there is a market niche of adventuresome travelers who prefer fascinating sites that are not busy with other tourists. Albania has plenty of those. In addition to the posting web pages, we have examined groups that would find Albania an interesting tourist adventure. Folk dance clubs, cave explorers, wild life enthusiasts and fishers are just some of the groups that would find unique and fascinating experiences in Albania. It was a joy observing the students promote the admirable aspects of their society.

The Students in Free Enterprise (SIFE) groups have been busily preparing their projects for the competition in Ohrid, Macedonia. The original date of the competition was April 16, but the influx of refugees and the tension it created in Macedonia toward Albanians forced us to postpone the competition until May 1. Hopefully the situation will be more secure and

peaceful by that date. The projects promise to be interesting and productive. Among the recent projects: a student newsletter (attached), a business map, a community improvement program and a project to promote legal education in the business curricula.

Finally, my activities lately include serving as the warden in the Ohrid area for the US Embassy in Skopje and to keep USAID in Skopje apprised of the presence of USAID-Albania personnel in Ohrid.

SECTION III

Plans for the Next Quarter, April - June, 1999

Goals, Objectives, and Planned Activities

This section describes the activities planned for the April-June 1999 quarter in terms of the objectives for the quarter and the overall goals of the continuation program.

Table 2 summarizes planned project activities. Much of our project is now focused on sustaining the previously established initiatives with the MBA program and our BACs.

Continuation Goals	January-March Objectives	Planned Activities
Reinforce academic infrastructure	Continue progress of the second cohort of MBA students.	Finish the third semester of coursework in Marketing Management and Information Systems. Start planning for additional courses in International Economics and International Business.
	Upgrade MBA classroom.	Continue upgrades to the MBA classroom and start operating the study room and the computer lab.
Strengthen outreach programs through BACs.	BAC market research.	Continue analyzing how to upgrade the quality of wool for the Italian wool industry. Studies on equipment for production will be conducted this quarter.
	Continue to upgrade BAC technology.	Finish implementing the computer equipment and establishing Internet connections.
	Continue the development of our technology management center.	The TMC will continue to work on the feasibility study for the Albanian agricultural industries.
	SIFE activities	Conduct the 1991 Albanian competition in Ohrid, Macedonia. Continue using SIFE for refugee support activities.

Provide focused seminars and sustain collaborative research	Focused seminars	Plan for a focused seminar in Tirana if feasible
	Collaborative research	Conduct research on privatization and technology transfer.

	SIFE activities	The SIFE team is preparing for the scheduled conference in Ohrid, Macedonia on May 1. Some of the scheduled projects include business maps and community improvement projects.
Provide focused seminars and sustain collaborative research	Sustain collaborative research.	UNL Director to provide mentors for Albanian faculty for their research work. Collaborative research will continue.
		A UNL team may be able to travel to Albania for focused seminars to BAC staff for training Kosovar refugees

Table 2 Planned Activities for the Next Quarter

Appendix A

Management Training and Market Economics Education

Activity Report

Business Assistance of Korça

Date 1/30/99

Activities and Actions

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	20
Students	18
Government Officials	0
Business Owners	4
Journalists-media	0
Others	10

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1. Objective

1. We fulfilled the surveys about vegetables and fruits going to the market and other shops getting the information and asking the owners about their problems and opinions.

2. Objective 2. Objective Fulfilling the questionnaires about clothes.

We fulfilled the questionnaires in major firms that produce clothes, and provided the necessary information.

3. Objective 3. We did really the meeting with the presidents of the major of Korça.

With the help of our pedagogues, we organized the meeting of the presidents of major firms of Korça provide the necessary help they need.

Problems questions

1.

2.

3.

Goals for next month:

1. 1. Workshop with marketing specialists of firms in our city.

2. 2. Workshop with the management specialists of firms in our city.

3. 3. Workshop with the finance specialists of firms.

4.

Other major activities and events

1.

2.

3.

Expenses

Item	Quantity	Price	Total
Director salary	1	\$0	\$80
Assistant salary	1	\$0	\$20
Assistante salary	1	\$0	\$20
Papers, tel-fax, ect.	0	\$0	\$10
TOTAL	0	0	\$130
	0	0	0
	0	0	0

Business Assistance

Date

2/27/99

Activities and Actions

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	15
Students	18
Government Officials	5
Business Owners	30
Journalists-media	0
Others	15

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1. **Objective** 1. Workshop with the presidents of major firms of Korca

This month was realised the workshop with the presidents of major firms of Korca. There was discussed about the problems of businesses in generale. In these workshop was asked the help of BAC for organising a workshop with the managers of firms

2. **Objective** 2. Connecting the datas for women organisations.
2. Completing the questionnaires.

This month was accumulated the information about women's organisations that operate in the region. They were sent to Prof Song M Lee at University of Nebraska. With the help of students was organised the completing of the questionnaires about the hidden employment. Workshop with the specialists of finance and production.

3. **Objective** 3. Workshop with the specialists of agriculture.
3. Workshop with the specialists of marketing, finance and production of firms (1 day)

With the request of the directors of agriculture was organised a workshop about the problems that these specialists have about the cooperation in agriculture. (1 day)
In this appointment was discussed the major problems that disturb these specialists and the probable ways to resolve them. They raised their problems and the specialists on these fields gave the alternatives of solutions.

Problems questions

1.

2.

3.

Goals for next month:

1. 1. Preparations for SIFE.
The preparations about SIFE will be one of the most important things that will consist in 2 groups of students. One of them will work in the tourism field and the other in the ambient fields.
2. 2. The preparations of surveys.
We will prepare the surveys about the hidden employment in the region of Korca. With the help of this information a study will be made about the existence, measure, and the decisions necessary for resolving this problem.
3. 3. Workshops with the specialists.
In this month will still be organised workshops with specialists of finance, marketing, and production of firms that operate in the region of Korca (4 days in month). Workshops will be organised by the professors of Economics faculty and they will not only discuss only theoretical problems but even matters concerning with the development of their businesses. With these
4. 4. We will prepare about 100 questionnaires.
These questionnaires will help for analysing the problems of employment in the region of Korca and we intend to analyse the role of employment out of firms.

Other major activities and events

1.

2.

3.

Expenses

Item	Quantity	Price	Total
Salary for director & two assistante			\$120
Office expenses & papers, tel, fax.			\$154
Workshops, Ardi trebicka	2	\$10	\$20
Sonela Dedo	2	\$10	\$20
Frederik Cucllari	2	\$10	\$20
Koço Nasto, Elfrida Gishto	6	\$10	\$60
TOTAL			\$394

Management Training and Market Economics Education

Activity Report

Business Assistance

Date

1/28/99

Activities and Actions

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	30
Students	15
Government Officials	5
Business Owners	10
Journalists-media	0
Others	0

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1. Objective

1. The meeting organised with Mr. DRITAN ÇELA President of "Riviera" construction firm & President of Investors Union "Vlora e Re". The meeting was held in the central hall of University with participation of students of bussines & tourism branches & pedagogogues. The meeting lasted an hour. At the end of it Mr. Çela promised his help to our office.

2. Objective

2. Has continued the coolaboration with Sife groups to known more about the way that they are developing their projects, and also begun the work to prepare a booklet with these wrks.

3. Objective

3. The staf of BAC office has taken part in the Conference of Union of Albanian Businesmen organized in University of Vlora

Problems questions

1. 1. We have asked for the lasted antivirus disctetrd to Tirana Office.

2. 2. We are trying to get a phone number.

3.

Goals for next month:

1. 1. Preparing the brochure with of Sife groups of University of Vlora.

2. 2. Continue the coolaboration with SIFE groups.

3.

4.

Other major activities and events

1. 1. Preparing a touristic map of Vlora help of Chamber of Commerece of Vlora.

2.

3.

Expenses

Item	Quantity	Price	Total
Director salary	1	\$80.00	\$80.00
Assistant salary	2	\$20.00	\$40.00
Diet	1	\$10.00	\$10.00
materials for office (Discetts & paper	0	\$0.00	\$7.00
TOTAL	0	\$0.00	137.00
	0	\$0.00	\$0.00
	0	\$0.00	\$0.00

Business Assistance

Date

2/27/99

Activities and Actions

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	25
Students	20
Government Officials	2
Business Owners	2
Journalists-media	0
Others	11

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1. **Objective** 1. Projects of SIFE

1. Every wednesday during this month we have met SIFE groups to be informed about their progress in the projects. They are doing a good job. After collecting information with various questionnaires groups are working to analyze and elaborate them and to create contact with businessmen and other people of this area that can help them in realizing their projects. After the meeting with Mr. Mike the number of Sife groups that are able to participate in the

2. **Objective** 2. Meeting with Director of Telecom of Vlora.

There are made many efforts from assistant oof BAC office and the director to contact with the Director of Telekom Of Vlora branch about the phone number.

3. Objective Visit to Macedonia.

We went in Macedonia after the invitation of Mr. Mike during on 20-23 of February. The meeting with Mr. Mike was very interesting . Discussing with him we creat a clear view for our future project. We will being to realize some of them during March. Also he have conctect during the second week of February with chamber of commerce and some businessmen that were there to get more detailed information about the new firms that are registered there. Also we

Problems .questions

1. We will try again during March to meet the director of Telekom about the phone number.

2. There some difculties to select between four groups of Sife. We want to know if there is any possibility thst oll four froups compet in Ohrid.

3.

Goals for next month:

1. We will begin work about the touristic map of city. For that we will contact with chamber of commerce and with the touristic deptament of tourism in the cityhall.

2. we will create a more details list of the firm that operayte in our as we discussed with Mr. Mike.

3.

4.

Other major activities and events

1. To create a webpage with photo for touristic aereas of Vlora and Saranda.

2. We aim to open a course for contabilitet alpha. We know have the pasword of the program and will try to get more material about this program.

3.

Expenses

Item	Quantity	Price	Total
Director salary	0	\$0.00	\$80.00
Assistant salary	2	\$20.00	\$40.00
FaX, tel, Paper fax,tax (Natasha Ahm etai)	0	\$0.00	\$20.50
Per Diem	0	\$0.00	\$10.00
Visa from Tirana to Shkup (Natasha Ahmetai)	0	\$0.00	\$12.00
TOTALI	0	\$0.00	162.50
	0	\$0.00	\$0.00

Busines Assistance

Date

3/30/99

Activities and Actions

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	0
Students	0
Government Officials	0
Business Owners	0
Journalists-media	0
Others	0

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1. **Objective** Telephone Number.

1. We have taken the phone number from Telekom. After several calling and some meetings with the director of B.A.C we have taken the phone number. We pay for it 300\$ because we get it out of ordinary list. At the first week of April the line will be installed. We hope to get the internet soon.

2. **Objective** SIFE.

2. Sife groups are working hard to compet on the competition that will be organized on Ohrid. There are four groups that are working on their projects now. We organize every wensday meeting with them to know more about their progress. Sife groups have used computers of office to prepare their materials. The usage of computers is scheduled because we have only 3 computers and one of them has some problems with Word program.

3. **Objective** Database of business of Vlora.

3. We have registreted 98 firms that operate in Vlora. to take the information we went in office of Work , Chamber of Commerce. But these institution are now gathering new information and elaborating it for their own. We will continue to keep touch with them to get the recent information.

(See the file Firms1)

Problems .questions

1. 1. We need the money to pay University because it lent us the money to pay Telekom .

2. 2. We need to be connected via e-mail and if it is possible with internet. We will contact with the enter that gives the rights to use internet.

3.

Goals for next month:

1. 1. Working to register new firms and neww information for the existing firms. Contacing again with office of work.

2. 2. Begining to prepare a page web for Vlora city with photo.

3.

4.

Other major activities and events

1. 1. Preparing a booklet for university, and a pageweb for it when we will be conected with internet.

2. 2. Prepring a page web for Saranda city.

3.

Expenses

Item	Quantity	Price	Total
Director salary	0	\$0.00	\$80.00
Assistant salary	0	\$0.00	\$20.00
Assistant salary	0	\$0.00	\$20.00
Fax & telephone	0	\$0.00	\$2.70
Paper	0	\$0.00	\$4.60
Per Diem	0	\$0.00	\$10.00
TOTAL	0	\$0.00	137.30

Management Training and Market Economics Education

Activity Report

Business Assistan

Date

1/28/99

Activities and Action

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	110
Students	100
Government Officials	10
Business Owners	50
Journalists-media	10
Others	0

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1 Objectiv

1. Dr. Esmeralda Uruçi actually the BAC- director in Shkodra has a meeting in Shkup with BAC-directors around Albania and project director Mr. Sung Lee and BAC director in Residence Mr. Michael Martin.

2 Objectiv

4. On going collaboration with the CCI of Shkodra. Even with the electricity problems our collaboration have been continuing. We must admit that the effectivity of the work was not the one we expected it to be(because of the leck of enerav).

3 Objectiv

6. BAC-consultants have been meeting in Ohrid with the BAC-director in Residence Mr. Michael Martin.
7. During the month, different consultancies have been done with the SIFE team. We have been giving some advices for their projects.

Problems questions

1

2

3

Goals for next month

1

1. We will begin the work for the organisation of our library.

2

2. Will begin the raising of the database with the CV of the students of our faculty. Those who have finished this two years will be the first ones.

3

3. Consultancy at the SIFE teams for the problems with their project.

4

4. Organise a round table : BAC—Business community.

Other major activities and events

1

2

3.

Expense

Item	Quantit	Pric	Tota
1. BAC Director	0	\$0.00	\$80.00
2. Assistant 1	0	\$0.00	\$20.00
3. Assistant 2	0	\$0.00	\$20.00
4. Diet	0	\$0.00	\$10.00
Total	0	\$0.00	130.00
	0	\$0.00	\$0.00
	0	\$0.00	\$0.00

Busines Assistan

Date

2/28/99

Activities and Action

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	80
Students	120
Government Officials	20
Business Owners	50
Journalists-media	0
Others	0

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1 **Objectiv** 1-Riorganization of Library.

We have begin to work for the riorganization of the library. First step have been done. We have a contact with the Rector of the Univrsity. We will be waiting to have the approval from the Bussiness-Administration Departament for the beginnina of the work

2 **Objectiv** 2-Database for the CV.

This month we started working on the new database for the CV (of the Economic Faculty students). Every year we will organise such a database. We will need the Digital camera so that to make it more professional.

3 Objectiv

3-SIFE
4-Meeting with Mr. Luan Dervishi.

There have been done different consultancies with the SIFE teams during the month. We have been discussing about their projects and problems they have had.

Every week we have a meeting-day about such a purpose.

Problems questions

1

2

3

Goals for next month

1

1-We will see the possibility to have students publication on the CCI Bulletin

2

2-Preparation for the round table. Meeting with CCI, SME, and business Incubator representatives.

3-On going for the riorganization of the Business-Administation Library.

3

4-On going work for the CV-database.

4

5- on going consultancy with SIFE team about their problem.

Other major activities and events

1

2

3.

Expense

Item	Quantit	Pric	Tota
1. BAC Director	0	\$0.00	\$80.00
2. Assistant 1	0	\$0.00	\$20.00
3. Assistant 2	0	\$0.00	\$20.00
4. Materials:	0	\$0.00	\$51.00
Paper(A4), Staplesfor wholes, markers, files,	0	\$0.00	\$0.00
corrector, pen&pencils, discets, paper.	0	\$0.00	\$0.00
TOTAL	0	\$0.00	\$171.00

Busines Assistan

Date 3/30/99

Activities and Action

1. Please list contact hours by categories in the following table:

Categories	Hours
Project Sustainability	100
Students	110
Government Officials	15
Business Owners	60
Journalists-media	5
Others	0

2. Please give a short name to each of this month's goals and describe how you met them.

How have you met this month's objectives? (See last month's report)

1 Objectiv Five meetings & on going CV- database.

a) Five meetings have been taking place at the CCI (chamber of commerce and Industry) for with Mrs. Ana Tukja (Chef of the "CCI BULLETIN" Publication) and Mr. Anton Leka (Director of the CCI). We discussed about the collaboration between them and the student of SIFE for "CCI BULLETIN".

2 Objectiv Work of Libray & SIFE competition

a) We have almost finished the work of the library. We received the books in our office. We have registered them and from now on we will take care of them.

b) Three consultancies per week have been done by the BAC-staff with SIFE

3 Objectiv Meetings

a) BAC- director contacted a trade union director who was interested on organizing a seminar about sane of the international business issues. Preparation has are going on a Seminar is planed to be next month.

b) For meeting have been talking place with Mr. Arben Llaveri (General

Problems questions

1

2

3

Goals for next month

1 On going the project for the collaboration among BAC-CCI-SME.

2 On going work for the CV database.

3 On going work for the SIFE-teams work support. Presantation of SIFE projects on 17/04/1999

4 Will organize consultancies on business of our city.

Other major activities and events

1

2

3.

Expense

Item	Quantit	Pric	Tota
Director	0	\$0.00	\$80.00
Assistant 1	0	\$0.00	\$20.00
Assistant 2	0	\$0.00	\$20.00
Preparation for the Sife Presentaation	0	\$0.00	\$100.00
Phone number	0	\$0.00	\$4.00
Photicopy & Phone Card	0	\$0.00	\$12.00
TOTAL	0	\$0.00	\$236.00

Appendix B

Përgatitja e
Specialistëve të
Biznesit për
Përmirësimin e
Financiarimit dhe
Menaxhimit të Aftësisë



FAKULTETI



Programi i MBA-së në UT:

- Rradhitet midis programeve të MBA-së të njohura në të gjithë botën nga bizneset dhe investitorët si ndihmës i pazëvendësueshëm për investimet financiare.
- Plotëson standartet më të larta ndërkombëtare duke kombinuar nivelin e lartë akademik me rëndësinë praktike të biznesit.
- Shfrytëzon aftësitë e njohjes së kulturave dhe të gjuhëve të huaja, karakteristike të studentëve shqiptarë, elementë shumë të rëndësishëm për të shfrytëzuar shanset në lëmin e investimeve të huaja.

QËLLIMI

Programi i MBA-së ka për qëllim të pajisë brezin e ri të drejtuesve shqiptarë me aftësi manaxheriale bashkëkohore, gjë që do të mundësojë zhvillimin e bizneseve brenda vendit dhe integrimin e Shqipërisë në ekonominë botërore.

Programi i MBA-së e vë theksin në përvetësimin e njohurive dhe aftësive të mëposhtme:

- Manaxhimin e teknologjisë dhe të informacionit;
- Zhvillimin e aspekteve unike të ndërmarrjeve shqiptare;
- Krijimin e aleancave dhe partneriteteve efektive ndërkombëtare;
- Zgjerimi i njohurive individuale dhe drejtuese;
- Njohjen me tendencat e përgjithshme botërore, politike dhe ekonomike që ndikojnë në strategjinë e biznesit të firmave Shqiptare;
- Sqarimin e rolit të shtetit në ekonominë globale.

Me marrjen e diplomës, shpresohet që studentët të kenë fituar njohuri të plota mbi organizimin dhe drejtimin e biznesit, si dhe aftësi për të zgjidhur probleme komplekse organizative nëpërmjet mjeteve dhe aftësive të fituara në lëndët e ndryshme të programit të MBA.

ALEANCA MIDIS AKADEMIKËVE DHE BIZNESMENËVE

Një ndër përfitimet themelore, por i tërthortë, i programit të MBA-së është mundësia që ai u jep studentëve, biznesmenëve, drejtuesve të lartë dhe akademikëve për t'u bashkuar dhe për të komunikuar mbi çështje të rëndësishme të ekonomisë dhe shoqërisë shqiptare. Rrjete të tilla komunikimi do të shërbejnë në të ardhmen për kapërcimin e pengesave që kanë të bëjnë me ecurinë e bizneseve dhe me marrëdhëniet punëdhënës-punëmarrës. Lidhjet profesionale dhe marrëdhëniet miqësore shpesh shërbejnë si mjete kryesore për zgjidhjen e problemeve të biznesit.

Programi i MBA-së është komponent i një projekti më të madh: Trajnimi Manaxherial dhe Sistemi i Arsimit të Lartë për Ekonominë e Tregut në Shqipëri, i sponsorizuar nga Agjencia e Shteteve të Bashkuara për Zhvillim Ndërkombëtar (USAID). Në kuadrin e këtij projekti janë krijuar Qendrat e Asistencës së Biznesit (QAB) në Universitetet e Shkodrës, Korçës, Vlorës dhe në Universitetin Politeknik të Tiranës (Qendra e Manaxhimit të Teknologjisë). QAB-të, të modeluara sipas qendrave të suksesshme në Shtetet e Bashkuara, krijojnë marrëdhënie me përfitime të dyanshme midis akademikëve dhe komunitetit të biznesit.

QAB-të u ofrojnë akademikëve shqiptarë informacione praktike të rëndësishme për të zhvilluar dhe rishikuar teorinë. Gjithashtu QAB-të u japin bizneseve informacione dhe njohuri teorike të cilat e karakterizojnë tregun kompleks më saktësisht sesa praktikiteti i thjeshtë. Si programi i MBA-së, ashtu edhe QAB-të, krijojnë besimin brenda komunitetit të biznesit se institucionet akademike shqiptare mund të shërbejnë si qendra të rëndësishme ku mund të drejtohen për këshillim dhe mbështetje.

PËRMASAT NDËRKOMBËTARE

Pedagogë të shquar të UT-së kanë krijuar marrëdhënie të ngushta me homologët e tyre, pedagogë dhe specialistë të biznesit të UNL-së. Përveç të qenurit pedagogë të shkëlqyer, profesorët e UNL-së janë autorë, botues dhe kontribues në botime të njohura ndërkombëtare si dhe këshilltarë të korporatave të mëdha botërore.

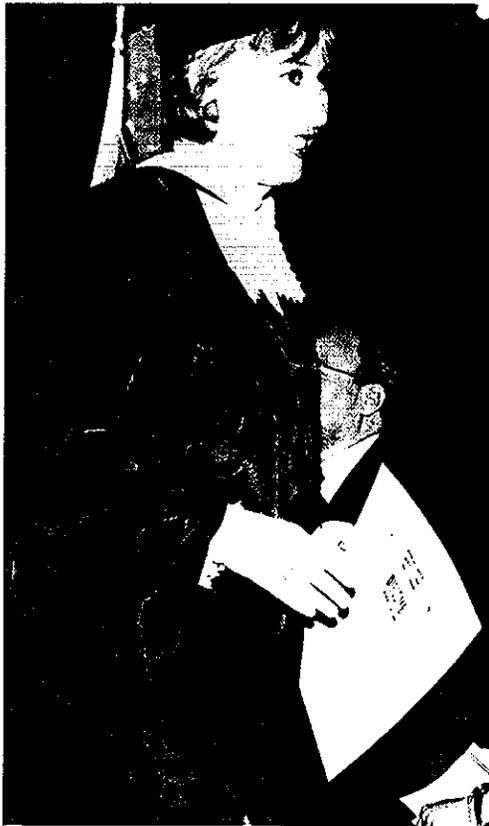
Gjatë dy viteve të para, mësimi i MBA-së në Tiranë u zhvillua në anglisht me dy profesorë, një nga UNL dhe një nga UT. Leksionet, gjatë dy viteve në vazhdim, do të fillojnë të jepen gradualisht nga pedagogë të UT-së dhe do të zhvillohen në shqip.

Zgjedhja e lëndëve reflekton standartet rigorozë të krijuara ndërmjet institucioneve më të rëndësishme akademike të SHBA-së dhe Europës. Të gjithë studentëve u kërkohet të ndjekin lëndët bazë të mëposhtme:

Kontabiliteti Manaxherial
Financë Manaxheriale
Ekonomiks Manaxherial
Manaxhimi i Marketingut
Manaxhimi dhe Sjellja Organizative
Manaxhimi i Operacioneve dhe i Sistemeve të Informacionit
Marrja e Vendimeve Manaxheriale
Biznesi Ndërkombëtar
Manaxhimi Strategjik
Seminar për Aftësitë Manaxhuese

Përveç këtyre, studentët duhet të marrin edhe dy lëndë me zgjedhje nga katër departamentet e Fakultetit të Ekonomisë për të fituar një bazë të gjerë njohurie në të gjitha fushat e biznesit. Këto lëndë duhet të jenë të nivelit të avancuar. Për diplomim është e domosdoshme që studentit të ketë një total prej 36 orë-krediti (12 lëndë).

Preparing Business Specialists for Transition and Beyond



Albania made singularly bold strides in economic reform after the collapse of communist structures swept across Central and Eastern Europe in the early 1990s. Recoiling from a tightly controlled authoritarian system, Albanians were quick to pursue the benefits of a liberalized economy. They had good reasons. Their country's beautiful and abundant resources and deeply endowed human capital base proffered exceptional economic prosperity.

Achieving that economic prosperity required restructuring institutions and educational programs that facilitate the entrepreneurship and sound investments essential to a well-functioning free market economy. Albanian leaders recognized that their educational system, which achieved high standards in the arts and sciences, could accelerate economic development by including instruction in the spectrum of business disciplines essential to an advancing economy. The Faculty of Economics at the University of Tirana thus entered into a collaboration with the College of Business Administration at the University of Nebraska-Lincoln, USA, to develop the first Master of Business Administration program in Albania.

The swiftness with which faculty at the University of Tirana have adapted to and taken ownership of the MBA program is truly remarkable. Instructors not only revised the conceptual content of their business curriculum, but integrated modern teaching methods into both graduate and undergraduate courses.

The UT MBA Program:

- Joins ranks with MBA degrees recognized the world over by businesses and investors as indispensable complements to financial investments
- Meets the highest level of international standards in melding both academic excellence and practical business relevance
- Utilizes the multilingual and multicultural talents characteristic of Albanian students and essential to capitalizing on international investment opportunities

PURPOSE

The purpose of the MBA program is to empower a new generation of Albanian leaders with the advanced management skills that will enable domestic enterprises to prosper and integrate Albania into the world economy. The MBA program emphasizes acquiring the following knowledge and skills:

- Managing technology and information
- Developing unique aspects of Albanian enterprises
- Building effective global alliances and partnerships
- Achieving personal development and leadership
- Understanding global, political and economic trends affecting the business strategy of Albanian enterprises
- Enhancing the role of government in the global economy

Upon graduation, students are expected to demonstrate a solid understanding of the business enterprise, and the capacity to solve complex organizational problems with the tools and skills acquired from the various courses of study.

ACADEMIC & BUSINESS ALLIANCE

A vital but indirect benefit of the MBA program is the forum it provides for students, business people, government officials, and academicians to communicate on matters important to the Albanian economy and society. Such communication networks will prove useful in the future to overcome obstacles to business performance and for prospective employees and employers. Professional relations and friendships commonly serve as a primary means for conducting business matters.

The MBA program is one component of a larger project, Management Training and Market Economics Education for Albania, sponsored by the United States Agency for International Development. The project has established Business Assistance Centers at the universities of Shkodra, Korca, and Vlora, and at Tirana Polytechnic (Technology Management Center). The BACs, modeled after successful centers in the United States, establish mutually beneficial partnerships between academicians and the business community.

BACs supply academicians with empirical information important to developing and revising theory. Similarly, BACs give businesses access to information and theoretical insights that more accurately characterize complex market performance than "rules of thumb." Both the MBA and the BAC programs establish a confidence within the business community that Albanian academic institutions can be relied on for guidance and support.

INTERNATIONAL CALIBER

UT's distinguished full-time faculty have developed strong counterpart relations with UNL business scholars and professionals. In addition to being excellent instructors, UNL's faculty are authors, editors, and contributors to renowned international publications and consultants to major global corporations.

Classes during the first two years were team taught in English by one UNL professor and one UT professor. Instruction will gradually be assumed by UT faculty during the next two years, and eventually will be taught in Albanian.

The first graduating class of 23 exceptional young professionals received their degrees on April 24, 1998. These graduates are highly sought after by the Albanian government, businesses, and foreign enterprises. The second cohort of 35 outstanding students started their classes in May, 1998.

The selection of courses reflects the rigorous standards established among major academic institutions in the United States and Europe. All students are required to take the following core requirements:

- Managerial Accounting
- Managerial Finance
- Managerial Economics
- Marketing Management
- Management & Organizational Behavior
- Operations & Information Systems Management
- Managerial Decision Making
- International Business
- Strategic Management
- Management Skills Seminar

In addition, students must take two elective courses from the three business departments to get a broad coverage of all business areas. These courses must be at the advanced level. A total of 36 credit hours (12 courses) are required for graduation.

REQUIREMENTS

Applicants must have an undergraduate diploma from an accredited academic institution with an average score of 8.0 or higher and pass an exam that demonstrates competence in English, math, statistics, and computers. Typically, good candidates also have at least two years of practical work experience and consider an MBA as a means to enhance career prospects.

FEEES

Students are charged nominal fees for the program each semester.

FOR FURTHER INFORMATION

Please contact:

Office of the MBA Director
Faculty of Economics
University of Tirana
Elbasani Street
Tirana, Albania

Telephone: 42-258-39

FAX: 42-247-72



Në fillim të viteve '90, pas rënies së strukturave komuniste në të gjithë Europën Qëndrore e Lindore, Shqipëria bëri një hop cilësor në reformat ekonomike. Të çliruar nga një sistem autoritar dhe kontrolli të rreptë, shqiptarët shumë shpejt filluan të kërkonin përfitimet e ekonomisë së tregut. Për këtë, ata patën arsye të forta. Burimet e shumta dhe të pasura natyrore të shoqëruara këto me një kapital njerëzor të aftë, ishin disa nga faktorët që premtorin një zhvillim ekonomik në të ardhmen.

Më qëllim që të arrihet ky zhvillim ekonomik, një nga kushtet kryesore ishte ristrukturimi i institucioneve dhe programeve mësimore. Rishikimi i këtyre programeve do të ndihmonte sipermarrjen dhe investimet e qëndrueshme, të domosdoshme për funksionimin e mirë të ekonomisë së tregut të lirë. Organet drejtuese shqiptare e kuptuan se sistemi arsimor, i cili kishte arritur standarte të larta në art dhe shkencë, mund të përshpejtonte zhvillimin ekonomik duke përfshirë edhe arsimimin në spektrin e biznesit, si faktor i rëndësishëm për një ekonomi të avancuar. Kjo që arsyeja që Fakulteti i Ekonomisë në Universitetin e Tiranës (UT) vendosi një bashkëpunim me Kolejin e Administrim-Biznesit të Universitetit të Nebraskës - Linkoln (UNL), të SHBA-së, për të hartuar programin e parë të MBA-së (Master në Administrimin e Biznesit) në Shqipëri.

Shpejtësia me të cilën Fakulteti i Ekonomisë në UT e ka adaptuar dhe përvetësuar programin e MBA-së është me të vërtetë e mahnitshme. Pedagogët e këtij fakulteti jo vetëm rishikuan përmbajtjen konceptuale të programit të lëndëve të biznesit, por edhe integruan metoda moderne të mësim-dhënies, si në kurset e nivelit universitar ashtu edhe në ato të nivelit pasuniversitar.



KËRKESAT PËR PRANIM

Aplikantët duhet të kenë një diplomë të nivelit universitar nga një institucion arsimor i njohur nga shteti, me një notë mesatare mbi tetë, dhe duhet të kalojnë në një provim ku do të demonstrojnë njohuritë e tyre në anglisht, matematikë, statistikë dhe kompjuter. Kryesisht, parapëlqehen kandidatët që kanë të paktën dy vjet eksperiencë pune dhe do t'a konsiderojnë MBA-në si një mënyrë për të avancuar në karrierë.

PAGESA

Studentëve do t'u kërkohet një tarifë nominale për çdo semestër.

PËR INFORMACIONE TË MËTEJSHME

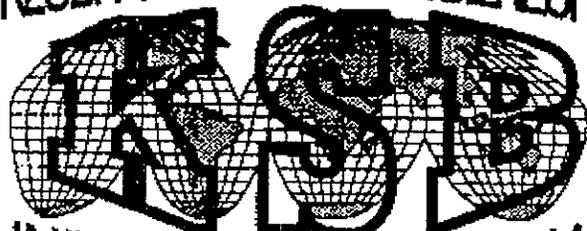
Ju lutemi kontaktoni:

Zyrën e Drejtorit të MBA-së
Fakulteti i Ekonomisë
Universiteti i Tiranës
Rruga e Elbasanit
Tiranë, Shqipëri

Tel: 42 25839

Faks: 42 24772

Appendix C

KLUBI I STUDENTEVE TE BIZNESIT

 UNIVERSITY OF TIRANA
 ALBANIA

GJU

BOTIM I KLUBIT TË
 Redaksia: Fakulteti i Ekonomisë, Rru

Informative e Përjavshme

Viti I -

NE KETË NUMËR DO TË
 GJENE:

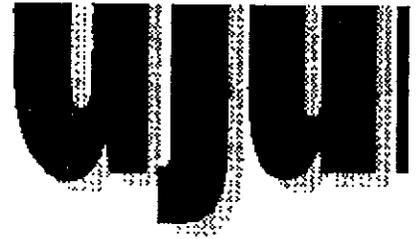
*oferta pune, informacion mbi
 bursat, artikuj interesantë,
 zbavitje...*

ANKETIM

KON

Klubi i Stu
 filluar përs

**UNIVERSITY OF TIRANA
ALBANIA**



BOTIM I KLUBIT TË

Redaksia: Fakulteti i Ekonomisë, Rru

Informative e Përjavshme

Viti I -

NË KËTË NUMËR DO TË

GJENI:

*oferta pune, informacion mbi
bursat, artikuj interesantë,
zbavitje...*

ANKETIM

*1. A ju pëlqen të keni një gazetë
studentore?*

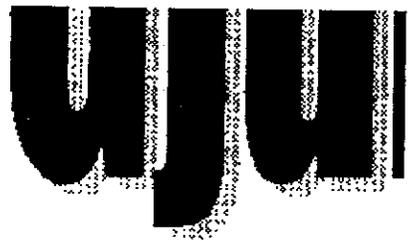
I.S: Varet nga lloji i gazetës.

E.L: Do më pëlqente një gazetë e veçantë
nga llojet e tjera të gazetave

KON

Klubi i Stu
filluar përs
punuar ne
Deri tani
projekte që
të veçantë.


UNIVERSITY OF TIRANA
ALBANIA



BOTIM I KLUBIT TË

Redaksia: Fakulteti i Ekonomisë, Rru

Informative e Përvjavshme

Viti I -

NË KËTË NUMËR DO TË

**MANAGEMENT TRAINING & MARKET
ECONOMICS EDUCATION FOR ALBANIA**

FINANCIAL QUARTERLY PROGRESS REPORT FOR

January 1 to March 31, 1999

Submitted to:

Agency for International Development

Submitted by:

Sang M. Lee
Project Director
University of Nebraska-Lincoln

Summary of Financial Status

This attachment describes the expenditures and funding sources for the Management Training and Market Economics Education Program for Albania for the quarter of January 1, 1999 through March 31, 1999. Please note that this financial reporting corresponds to the University of Nebraska-Lincoln Financial System. Occasionally, when expenses occur towards the end of a financial quarter, there is a lag between expenses incurred by the Management Training and Market Economics Education Program for Albania and their entry into the University of Nebraska-Lincoln's Financial System. This system accounts for some expenses being shown in the Source of Funding Report after they have been explained in the Quarterly Progress Report for the previous quarter.

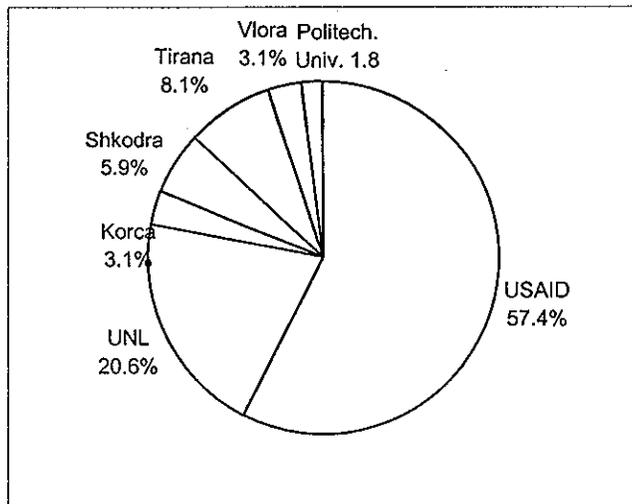
The Source of Funding Report for the quarter of January 1, 1999 through March 31, 1999 represents the dollar expenditures and percentages of support for the project. The accompanying pie chart represents the percentage of total project support for the quarter.

The USAID Funds Report represents the USAID funds expended. Included in the report are the following categories:

- The Total Budget figure represents the total USAID funds awarded over the entire life of the grant.
- The Quarterly Activity column represents the USAID funds spent from January 1, 1999 through March 31, 1999.
- The Fiscal Year Activity column represents the USAID funds spent during UNL's fiscal year.
- The Cumulative Activity column represents the USAID funds spent over the entire life of the grant.
- The Commitments Req./P.O. column represents the requisitions and/or purchase orders that are outstanding, i.e., funds have been allocated but not yet paid.
- The Remaining Balance figure represents the funds that are unallocated at the end of the quarter.

Albania: University of Nebraska-Lincoln
 Summary of Financial Status
 Source of Funding
 January 1, 1999 - March 31, 1999

<u>Source of Funding</u>	<u>Total Dollars for Quarter</u>	<u>% of Project Support</u>
USAID Grant	95,007.19	57.4%
University of Nebraska-Lincol	34,117.33	20.6%
Albanian Institutions		
Korca	5,100.00	3.1%
Shkodra	9,800.00	5.9%
Tirana	13,485.00	8.1%
Vlora	5,100.00	3.1%
Politechnic University	3,000.00	1.8%
Tuition and Fees	0.00	0.0%
Other Sources	0.00	0.0%
Total	165,609.52	100%



Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

Institution: Universities of Tirana, Shkodra, Vlora, and Korca

Quarter: Jan.-Mar. 1999 Contact Person Regarding Dr. Sang M. Lee
this Report

Project Component Albania

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION		ECONOMICS EDUCATION		OTHER		LOCATION
	Projected	Actual	Projected	Actual	Projected	Actual	
Project Sustainability (Training Faculty/Trainers)	350	360	1,000	1,080	[]	[]	
Students	950	1,090	620	635	[]	[]	
Government Officials	75	75	80	80	[]	[]	
Business Owners - Entrepreneurs	140	149	90	95	[]	[]	
Journalists - Media	10	15	20	20	[]	[]	
Other (Specify) _____	0	0	0	0	[]	[]	

Instructions for Completing the Worksheet:

Place the projected number of Student Contact Hours for each category of instruction in the appropriate box. If none occurred simply place a zero. Next, place the actual contact hours in their appropriate boxes. A Student Contact Hour should be counted each time a student receives one hour of instruction. Thus ten students in a ten week course lasting one hour per week would equal 100 Student Contact Hours. Finally, indicate the location of this instruction in the right column.