

POLYTECHNIC OF ŠIBENIK

DEPARTMENT OF MANAGEMENT

**SPECIALIST STUDY
MANAGEMENT**

11 Trg Andrije Hebranga
22000 Šibenik



Šibenik, October 2019

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11 Trg Andrije Hebranga
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SYLLABUS

Academic year 2018/2019

Dean

M.L. Ivan Malenica, s.lec.

Head of department

Nikolina Gaćina, MEng, s.lec.

Šibenik, October 2019

1. REQUIREMENTS AND RESULTS OF THE STUDY PROGRAM

Specialist study of Management, organized at the Polytechnic of Šibenik, is intended for the education of managers of high-level managerial functions in companies and other business systems and organizations. Due to the significant share of economic educational content, thus educated students can successfully perform all tasks that require knowledge and skills in business economics and management.

Specialist study of Management is primarily intended for students of Professional Studies of Management but it is also open to students of other undergraduate studies of our and other higher education institutions who wish to develop their competence in the field of management. Specialist study of Management can be enrolled by students who have completed professional study or undergraduate study at another higher education institution. During the concept of studies, it is considered that students acquire equal and general competencies, i.e. knowledge, skills and attitudes, i.e. interpersonal, instrumental and system competencies.

The general competences that the student acquires by completing the studies is the ability to solve problems, analyze, synthesize and evaluate, self-learning and literature research, teamwork, planning and organizing, improve numeracy and digital skills, oral and written business communication, the ability to negotiate in the mother tongue and at least two foreign languages, the ability of creative and critical thinking, generating new ideas, the ability to manage time and fulfill tasks and plans within the deadline.

Throughout the study, students gain the specific knowledge, skills and competences related to managing departments, processes and jobs to middle and upper-level management, strategic planning and cost management, processes, finances business entity or organization, marketing and market research, and the use of quantifiable results and methods for decision making, conflict management and risk management in the business, market positioning, while taking into account the financial and human resources. All listed will the students know to work responsibly, taking into account the legal and ethical business practices and respect for labour and human rights in a changing legal, economic and technological environment.

Upon completion of the study program the holder of this qualification is entitled to use the legally protected professional title "Specialist of Economy for Management" (spec. oec.) and perform professional tasks within their professions.

2. EXPECTED LEARNING OUTCOMES

- 1) Organize and lead the team work, and critically judge the opinions and attitudes of the team's stakeholders
- 2) Individually and responsibly search relevant literature for solutions and conclusions,
- 3) Analyze the business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals
- 4) Analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business
- 5) Use probabilistic models for various discrete and continuous stochastic phenomena, to estimate population parameters, set up a statistical hypothesis test and implement these basic statistical analysis with the support of computer tools
- 6) Critically evaluate existing marketing communications and suggest improvements to the business case and develop the basic skills of forming integrated marketing communications
- 7) Apply and valorise qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support
- 8) Develop a management plan and propose a strategy for the management of protected areas
- 9) Select research method, and conduct market research to interpret the results of the study
- 10) Develop a plan of public procurement and to prepare basic documents for the implementation of an open public procurement procedure
- 11) Build a value system in the enterprise based on business ethics and socially responsible business
- 12) Interpret the process and modeling principle, choose discrete simulation from input data, and create and apply a simulation model using Sigma, Arena and Capsim software packages, and tools such as Excell and ExpertFit
- 13) Propose decisions on production, operations, flows, capacities, costs and processes by using analysis and monitoring of the achieved indicators and results
- 14) Analyze and compare indicators of economic development of the Republic of Croatia, critically reflect on contemporary trends in the Republic of Croatia, and propose solutions to stimulate economic prosperity
- 15) Identify the possibility of financing projects from European Union funds and programs and actively participate in tendering and project design
- 16) Identify different problems, risks and risk situations in modern leadership and management, and propose adequate solutions to the problems identified and the mechanisms of risk management based on the analysis of the state enterprises
- 17) Assess the acceptability of an investment project based on economic-financial analysis made with the help of modern tools and techniques
- 18) Valorize and apply basic legal institutions in the business environment
- 19) Interpret the importance of financial markets for the entire economy, the role and importance of financial intermediaries, and argue the outcomes and consequences of acting asymmetric information on participants in financial markets and business entities
- 20) To anticipate the causes of conflicts in the company and to resolve the conflict by mediation / mediation

3. PROGRESSION THRU THE STUDY PROGRAM

The student is required to enroll in the academic year in the enrollment deadlines. A person who does not enter the academic year loses status and rights of a student. The deadlines were published on Polytechnic web sites and newsletters and, if necessary, on Polytechnic publications (brochures, promotional materials, etc.).

When enrolling in the study year, the student enrolls compulsory and elective subjects in worth of minimum 27 to a maximum of 35 ECTS per semester, i.e. a minimum of 60 ECTS per year, in accordance with the Study Regulations.

- I. Students enroll in a higher academic year if they have obtained at least 50 ECTS from the previous year, as follows: from the previous year, students enroll in all non-admitted subjects and a maximum of 60 ECTS from higher study years.
- II. Students have the right to enroll in a repetition of the study year with partial enrollment of subjects from higher year of study under the following conditions:
 - Partial entry of subjects from the second (2) year of study if they have at least 30 ECTS in the first (1.) study year
 - Partial entry of subjects from the third (3) year of study if they have at least 30 ECTS in the second (2.) study year
- III. If a student has completed at least one of the ECTS credits with 29 or fewer ECTS credits, he or she must enter a repeat of the year in the Academic Calendar as set forth in the academic year for the next academic year.

If the student has passed as many subjects as possible by the end of the academic year whose ECTS value is 29 or less ECTS he/she is obliged to enter a repetition of the year in the deadlines set forth for enrollment in the Academic Calendar for the next academic year.

Figure 1. Number of enrolled students in the academic year 2018./2019.

Teaching year	Full-time student		Part-time students	
	First entry	Repeat	First entry	Repeat
1.	98	38	13	9
2.	52	31	3	2
3.	53	10	4	1

Teaching at undergraduate professional study Management consists of lectures, seminars, exercises, laboratory exercises, field work, practical training, projects, consultations, mentoring, colloquia, examinations and other forms of assessment and professional practice.

Prerequisites for enrollment in a higher study year are attended courses from the lower academic year (confirmed by the signature of the course lecturer). The student is obliged to attend all forms of teaching in the scope determined by the performance plan of the teaching of a particular subject.

For economics and rationality, classes for full-time and part-time students are carried out jointly whenever possible given spatial and other conditions.

Students are obliged to complete all the commitments undertaken in the course (seminar papers, exercise protocols, project work, case studies) **which the teacher certifies by signing the index** at the end of the semester (usually the last teaching week of the semester). **The teacher has right to refuse signing the index to a full-time student who is absent from more than 30% of teaching hours.**

Part-time student's obligations are created according to the possibilities of their attendance in courses, which must be in accordance with the approved performance plan of the teaching of a particular subject.

The total obligation of the full-time students can be 48 hours a week at most, and not less than 40 hours, of which the most 24 hours a week of active hours. Exceptionally, students' obligations may be greater in the case of increased practical teaching, but not more than two weeks in a row during the semester.

Professional Undergraduate Study of Management is evaluated with 180 ECTS credits, which are realized through enrollment of the courses.

Before completing the final thesis, the student **must pass all courses**. The total number of credits placed with the final thesis should be **at least 180 ECTS points**.

4. LIST OF LECTURERS WHO TEACH ON SPECIALIST STUDY OF MANAGEMENT

NAME AND SURNAME OF THE LECTURER	COURSE	CONTACT E-MAIL	CONSULTATION
Ph.D. DOMAGOJA BULJAN BARBAČA	Management of EU projects		According to the schedule of lectures and exams
ŽELJKO DEKOVIĆ, MAG.OEC., S.LEC.	Operations management	zeljko.dekovic@otpbanka.hr	Cabinet 4, According to the schedule of lectures and exams
ANITA GRUBIŠIĆ, MAG.OEC., S.LEC.	Cost management Financial institutions and markets	anita@vus.hr	Cabinet 7
Ph.D. DRAGO MARGUŠ	Protected areas management	drago.margus@npk.hr	According to the schedule of lectures and exams
MA GINA LUGOVIĆ, s. lec.	Psychology for managers Management of conflict Business ethics and social responsibility Methods of scientific research	gina@vus.hr	Cabinet 7
ŽELIMIR MIKULIĆ, DIPL. ING., S.LEC.	Kvantitativne metode za poslovno odlučivanje Poslovne simulacije	zelimir.mikulic@vus.hr	Cabinet 12/ II floor
DIJANA MEČEV, MEcon., S.LEC.	Croatian economy	dijana@vus.hr	Cabinet 2
ANA PERIŠIĆ, MEcon., S.LEC.	Statistics Quantitative methods for business decision making	sisak@vus.hr	Cabinet 3
Mr. ALENKA POLJIČAK, S.LEC.	Public procurement	alenka.poljicak@si.t-com.hr	Cabinet 12
Ph.D. MILI RAZOVIĆ	Innovation and technological strategies	razovic@vus.hr	According to the schedule of lectures and exams
JASMINA SLADOLJEV, MEcon.,S.LEC.	Semestral professional practice	jasmina@vus.hr	Cabinet 4
JELENA ŠIŠARA, MEcon., S.LEC.	Marketing communication Market research	jelena@vus.hr	Cabinet 4
PH.D. ANA UDOVIČIĆ, LEC.	Strategic Managment Risk management Semestral professional practice	ana_u@vus.hr	Cabinet 5
Ph.D. FRANE UREM, S.LEC.	Software engineering Intellectual property and information systems	frane.urem@vus.hr	Cabinet 6
Ph.D. DRAGAN ZLATOVIĆ	Intellectual property and information systems	zlatovic@vus.hr	Cabinet 13
JELENA ŽAJA, MEcon., lec.	Operations management Cost benefit analysis	jzaja@vus.hr	Cabinet 2

5. PLACE OF TEACHING OF THE SPECIALIST STUDY OF MANAGEMENT

Teaching at the Specialist study of Management is performed at the Polytechnic of Šibenik, in Šibenik, address "Trg Andrije Hebranga 11". In the mentioned location, apart from the service offices, there are 12 lecture halls with a total area of 757 m².

The premises in which the teaching process takes place provide optimal conditions with regard to the number of enrolled students. The aforementioned space contains spatial capacities that, in keeping with the standards of higher education, enable students to have good quality monitoring and participation in educational activities.

Classes at the Polytechnic take place from Monday to Friday (in exceptional cases on Saturdays in the morning) according to the fix schedule of the lessons published on the notice boards and on the official website of the Polytechnic. In accordance with the requirements of the *Regulation on the content of license and conditions for issuing license to perform activities of higher education, carrying out study programs and re-accreditation of higher education institutions* (Narodne novine No. 24/10) Article 5 (2), Polytechnic has a ratio of students and the space available for the teaching (1.25 m² / student).

6. ACADEMIC CALENDAR FOR THE ACADEMIC YEAR 2018/2019.

ACTIVITY	TERM
Winter semester	1 October 2018 - 2 March 2019
Lectures, exercises and seminars	1 October 2018 - 26 January 2019
Winter holidays	24 December 2018 - 5 January 2019
Winter regular examination period	4 February 2019 - 2 March 2019
Testing the Winter Semester	18 February 2019 - 22 February 2019
Summer semester	4 March 2019 - 30 September 2019
Lectures, exercises and seminars	4 March 2019 - 15 June 2019
Summer regular examination period	24 June 2019 - 20 July 2019
Summer break	22 July 2019 - 17 August 2019
Autumn regular examination period	21 August 2019 - 18 September 2019

NATIONAL HOLIDAYS

DATE	PUBLIC HOLIDAYS
<i>October 8th</i>	Independence Day
<i>November 1st</i>	All Saints' Day
<i>25th and 26th December</i>	Christmas and St. Stephen's Day
<i>January 1st</i>	New Year's Day
<i>January 6th</i>	Epiphany
<i>April 2nd</i>	Easter Monday
<i>May 1st</i>	International Workers' Day
<i>May 31st</i>	Corpus Christi
<i>June 22nd</i>	Anti-Fascist Struggle Day
<i>June 25th</i>	Statehood Day
<i>August 5th</i>	Homeland Thanksgiving Day
<i>August 15th</i>	Assumption of Mary

7. CALENDAR OF EXAM TERMS AND DEADLINES FOR ACADEMIC YEAR 2018./2019.

SUBJECT HOLDER	SUBJECT	Winter examination period		Summer examination period		Autumn examination period	
		1st period	2nd period	3rd period	4th period	5th period	6th period
	I. SEMESTER						
Vukičević A.	Strategic management	08.02.	22.02.	02.07.	16.07.	03.07.	17.09.
Perišić A.	Statistics	14.02.	28.02.	03.07	17.07.	28.08.	11.09.
Lugović G.	Psihology for managers	04.02.	19.02.	24.06.	09.07.	21.08.	06.09.
Razović M.	Innovation and technological strategies	12.02.	26.02.	01.07.	15.07.	02.09.	16.09.
Šišara J.	Marketing communication	07.02.	21.02.	01.07.	15.07.	26.08.	09.08.
Lugović G.	Business ethics and social responsibility	04.02.	18.02.	24.06.	10.07.	21.08.	04.09.
Grubišić A.	Cost management	06.02.	20.02.	04.07.	18.07.	29.08.	12.09.

	II. SEMESTAR	1st period	2nd period	3rd period	4th period	5th period	6th period
Mikulić Ž.	Quantitative methods for business decision making	15.02.	01.03.	02.07.	16.07.	26.08.	09.08.
Udovičić A.	Risk management	14.02.	28.02.	26.06.	10.07.	22.08.	05.09.
Deković Ž.	Operations management	11.02.	25.02.	27.06.	11.07.	29.08.	12.09.
Lugović G.	Management of conflict	07.02.	21.02.	27.06.	09.07.	23.08.	04.09.
Šišara J.	Market research	06.02.	20.02.	03.07.	17.07.	27.08.	10.08.
Poljičak A.	Public procurement	15.02.	01.03.	28.06.	12.07.	30.08.	13.09.
Mečev D.	Croatian economy	13.02.	27.02.	26.06.	06.09.	23.08.	06.09.

	III. SEMESTAR	1st period	2nd period	3rd period	4th period	5th period	6th period
Mikulić Ž.	Business simulations	13.02.	27.02.	02.07.	16.07.	27.08.	10.09.
Lugović G.	Methods of scientific research	04.02.	19.02.	24.06.	09.07.	21.08.	06.09.
Urem F.	Software engineering	15.02.	01.03.	01.07.	15.07.	22.08.	05.09.
Zlatović D./ Urem F.	Intellectual property and information systems	11.02.	25.02.	24.06.	15.07.	02.09.	16.09.
Buljan Barbaća D.	Management of EU projects	12.02.	26.06.	03.07.	17.07.	03.09.	17.09.
Goleš D.	Cost benefit analysis	11.02.	15.02.	27.06.	11.07.	29.08.	12.09.
Grubišić A.	Financial institutions and markets	06.02.	20.02.	04.07.	18.07.	29.08.	12.09.
Marguš D.	Protected areas management	07.02.	21.02.	26.06.	10.07.	26.08.	09.09.

8. LIST OF SUBJECTS, TEACHER AND ASSOCIATES, TIMETABLE OF THE SUBJECT, STUDENT WORKLOAD OF THE SPECIALIST STUDY OF MANAGEMENT

M / N	SUBJECT HOLDER	SUBJECT	TEACHER - LECTURERS	TEACHER - EXERCISES / SEMINARS	Lectures	Seminars	Number of groups	Exercise s	Number of groups	ECT S
					Hours per week	Hours per week		Hours per week		
		I. SEMESTER								
M	Perišić A.	Statistics	Perišić A.	Perišić A.	3			2	2	6
M	Vukičević, A.	Strategic management	Vukičević, A.	Vukičević, A.	3	1	1			6
M	Lugović G.	Psychology for managers	Lugović G.	Lugović G.	3	1	1			6
N	Razović M.	Innovation and technological strategies	Razović M.	Razović M.	3	1	1			6
N	Lugović G.	Business ethics and social responsibility	Lugović G.	Lugović G.	3	1	1			6
N	Grubišić A.	Cost management	Grubišić A.	Grubišić A.	3	1	1			6
N	Šišara J.	Marketing communication	Šišara J.	Šišara J.	2	2	1			6

M / N	SUBJECT HOLDER	SUBJECT	TEACHER - LECTURERS	TEACHER - EXERCISES / SEMINARS	Lectures	Seminars	Number of groups	Exercise s	Number of groups	ECT S
					Hours per week	Hours per week		Hours per week		
		II. SEMESTER								
M	Mikulić Ž.	Quantitative methods for business decision making	Mikulić Ž./Perišić A.	Perišić A.	3			2	2	6
M	Vukičević, A.	Risk management	Vukičević, A.	Vukičević, A.	3	1	1			6
M	Deković Ž.	Operations management	Deković Ž.	Žaja J.	3			2	2	6
N	Lugović G.	Management of conflict	Lugović G.	Lugović G.	3	1	1			6
N	Poljičak A.	Public procurement	Poljičak A.	Poljičak A.	2			2	2	6
N	Mečev. D.	Croatian economy	Mečev. D.	Mečev. D.	3	1	1			6
N	Šišara J.	Market research	Šišara J.	Šišara J.	2	2	1			6

M / N	SUBJECT HOLDER	SUBJECT	TEACHER - LECTURERS	TEACHER - EXERCISES / SEMINARS	Lectures	Seminars	Number of groups	Exercise s	Number of groups	ECT S
					Hours per week	Hours per week		Hours per week		
		III. SEMESTER								
M	Mikulić Ž.	Business simulations	Mikulić Ž.	Mikulić Ž.	3			2	2	6
N	Lugović G.	Metode znatstvenog istraživanja	Lugović G.	Lugović G.	3	1	1			6
N	Urem F.	Software engineering	Urem F.	Urem F.	3			1	1	6
N	Zlatović D.	Intellectual property and information systems	Zlatović D./ Urem F.	Urem F.	3			1	1	6
N	Buljan Barbača, D	Management of EU projects	Buljan Barbača, D.	Buljan Barbača, D	2			2	1	6
N	Goleš, D.	Cost Benefit Analysis	Goleš, D	Žaja, I.	2			2	1	6
N	Grubišić, A.	Financial institutions and markets	Grubišić, A.	Grubišić, A.	3	1	1			6
N	Marguš D.	Menadžment zaštićenih područja	Marguš D.	Marguš D.	2	1	1	1	1	6

M / N	SUBJECT HOLDER	SUBJECT	TEACHER - LECTURERS	TEACHER - EXERCISES / SEMINARS	Lectures	Seminars	Number of groups	Exercise s	Number of groups	ECT S
					Hours per week	Hours per week		Hours per week		
		IV. SEMESTER								
M	Sladoljev, J.	Semestral professional practice	Sladoljev, J.	Sladoljev, J.						10
M		Final thesis								20

*M - mandatory

*N - non mandator

9. TEACHING PROGRAMS AND CONTENT OF SUBJECTS WITH EXPECTED LEARNING FACILITIES AND BASIC LITERATURE

1. SEMESTAR

1. GENERAL INFORMATION			
1.1. Course lecturer	Ana Vukičević, Ph.D.	1.7. Credit score (ECTS)	6
1.2. Course title	STRATEGIC MANAGEMENT	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45L + 15S
1.3. Assistants and/or associates	None	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1.level – materials available online – 0%
1.4. Study programme (specialist, undergraduate, graduate)	Graduate	1.10. Number of course revisions	1.
1.5. Course status (obligatory, optional)	Optional	1.11. Modernization	x
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% x More than 20 % □
2. COURSE DESCRIPTION			
2.1. Course objectives	Introduce students with crafting and executing strategy		
2.2. Terms of course entry and required competences	None		
2.3. Learning outcomes on the study programme level	<p>To use planning, organizing, management and control methods on practical examples, analyze the problem and propose appropriate solutions to problem situations</p> <p>To analyze new roles of organizations, systems, processes, products and services and quality standards in companies and propose valorization of new trends in companies and organizations</p>		

	To understand specific human resource management processes and propose a proper value system in judgment process and assessment of work achievements and performances					
2.4. Expected learning outcomes on the course level	Students are expected to: analyze new roles of organizations; moreover to critically analyze management techniques for strategic crafting and identify modern organization strategies; comment problematic of different organizations' strategies and to recommend the best one; to analyze and to grade organization mission and vision statement.					
2.5. Course content according to detailed curriculum schedule	LECTURES			SEMINARS/WORKSHOPS		
	Week	Hours	Theme	Week	Hours	Theme
	1	3	Concepts and techniques for strategic planning	1	1	Writing and presentation seminars – information
	2	3	Management process of building new strategies	2	1	Seminars presentation
	3	3	External environment analysis	3	1	Seminars presentation
	4	3	Competitiveness analysis	4	1	Seminars presentation
	5	3	Five generic strategies	5	1	Seminars presentation
	6	3	Competition on foreign market	6	1	Seminars presentation
	7	3	Strategy adoption to specific situation	7	1	Seminars presentation
	8	3	Strategy, ethics and business social responsibility	8	1	Seminars presentation
	9	3	Building strong resources	9	1	Seminars presentation
	10	3	Organization culture	10	1	Seminars presentation

	11	3	Management of internal operations	11	1	Seminars presentation
	12	3	Organization changes	12	1	Seminars presentation
	13	3	Diversification	13	1	Seminars presentation
	14	3	Other important strategic decisions	14	1	Seminars presentation
	15	3	Final lecture – real industry cases	15	1	Seminars presentation
2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:	
2.8. Students` obligations	Requirements for all full-time students of minimum 70 % attendance at seminars and lectures. Part – time student don't have attendance obligations but need to consult the professor during the office times or by e-mail (ana_u@vus.hr) It is advised to students to be active in lectures and in workshops. Every student obligation is to inform themselves about lectures – all information about changes in date or time of lectures will be announced on e-learning page of the course that also maintains all course information and lecture materials.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance		Written exam		Project	
	Experimental work		Research	0.5	Practical work	
	Essay		Report		Continuous examination	
	Colloquium	2	Seminar paper	0.5	Other	
	Class activity		Oral exam	1	Other	
2.10. Grading and evaluating students` work during classes and on the exam	Requirements for all full-time students of minimum 70 % attendance at seminars and lectures. Part – time student don't have attendance obligations but need to consult the professor during the office times or by e-mail (ana_u@vus.hr) It is advised to students to be active in lectures and in workshops. Every student obligation is to inform themselves about lectures – all information about changes in date or time of lectures will be announced on e-learning page of the course that also maintains all course information and lecture materials.					

	Title	Number of copies in the library	Availability via other media
2.11. Compulsory literature (available in the library and via other media)	1. Thompson, A., Strickland, A.J. i Gamble. J.:Strateški menadžment – u potrazi za konkurentskom prednošću, Mate, 2005, Zagreb.	3	no
2.12. Additional literature (at the moment of changes and/or amended of study programme)			
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

2. GENERAL INFORMATION			
1.1. Course lecturer	Ana Perišić, dipl.ing., univ.spec.oec	1.7. Credit score (ECTS)	6
1.2. Course title	STATISTICS	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45P + 30V
1.3. Assistants and/or associates	-	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st level , on line course performance On-line, 0%
1.4. Study programme (specialist, undergraduate, graduate)	Graduate Study Programme Management	2.10. Number of course revisions	2.
1.5. Course status (obligatory, optional)	obligatory	2.11. Modernization	YES
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>

2. COURSE DESCRIPTION						
2.1. Course objectives	Gaining theoretical knowledge and mastering practical skills required for performing economic and statistical analyses and valid interpretation of the results.					
2.2. Terms of course entry and required competences	-					
2.3. Learning outcomes on the study programme level	To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business. To use probabilistic models for different discrete and continuous stochastic phenomena, assess population parameters, set statistical hypotheses, conduct tests and basic statistical analyses with support of computer tools. To apply and valorize qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support. To select a research method, conduct market research and interpret the results of the research carried out.					
2.4. Expected learning outcomes on the course level	Independently carry out basic statistical analysis (descriptive and inferential) on real business cases by using MS Excel and to present the results; to define basic concepts and solve basic problems in probability theory; to recognize and apply probability distributions for different discrete and continuous stochastic occurrences; to estimate statistical parameters and to construct confidence intervals; to state the statistical hypotheses, to choose and to conduct the appropriate test; to perform correlation and regression analysis by using computer (software) tools.					
2.5. Course content according to detailed curriculum schedule	Lectures			Practical		
	Week	hours	Unit	Week	hours	Unit
	1	3	Introduction. Collecting data. Data preprocessing and visualization. Population and sample, variable, parameters.	1	2	Repetition – descriptive statistics, classification. Data preprocessing and visualization.
	2	3	Descriptive statistics: measures of central tendency measures of dispersion, measures of asymmetry, kurtosis. Standardized value, Chebyshev's rule.	2	2	Descriptive statistics: measures of central tendency measures of dispersion, measures of asymmetry, kurtosis. Standardized value, Chebyshev's rule; using EXCEL.
	3	3	Elementary event. Event space. Probability space. Continuous and discrete probability. Conditional probability. Total probability.	3	2	Inferential statistics: event, probability.
4	3	Elementary event. Event space. Probability space. Continuous and discrete probability. Conditional probability. Total probability.	4	2	Inferential statistics: random variable, expectation, variance.	

	5	3	Random variable: discrete and continuous random variable. Expectation and variance. Discrete random variable distributions and their applications. Binomial, Poisson, hypergeometric, uniform distribution.	5	2	Discrete random variable distributions and their applications. Binomial, Poisson, hypergeometric, uniform distribution.
	6	3	Continuous distributions. Normal distribution.	6	2	Continuous distributions. Normal distribution.
	7	3	Two dimensional random variable. Marginal probability and marginal distribution. Independent random variables. Conditional distribution. Covariance. Correlation coefficient.	7	2	Two dimensional random variable. Marginal probability and marginal distribution. Independent random variables. Conditional distribution. Covariance. Correlation coefficient.
	8	3	Samples. Sampling distributions. Sampling distribution of the mean, sampling distribution of proportion, sampling distribution of the variance.	8	2	Repetition.
	9	3	Sampling theory. Sampling distribution of the mean, sampling distribution of proportion, sampling distribution of the variance. Estimation of the population mean, proportion and standard deviation. Confidence intervals.	9	2	Estimation of the population mean, proportion and standard deviation. Confidence intervals.
	10	3	Hypothesis testing. Test for the mean, proportion, and variance. Significance level. Sample size.	10	2	Estimation of the population mean, proportion and standard deviation. Confidence intervals.
	11	3	Hypothesis testing. Test for the mean, proportion, and variance. Significance level. Sample size.	11	2	Hypothesis testing. Test for the mean, proportion, and variance. Significance level. Sample size.
	12	3	Comparing two population means Hypothesis Testing of the Difference Between Two Population Means. Comparing two population proportions. Hypothesis Testing of the difference between two population proportions.	12	2	Hypothesis testing. Test for the mean, proportion, and variance. Significance level. Sample size.
	13	3	Comparing two population means Hypothesis Testing of the Difference Between Two Population Means. Comparing two population proportions. Hypothesis Testing of the difference between two population proportions.	13	2	Comparing two population means Hypothesis Testing of the Difference Between Two Population Means. Comparing two population proportions. Hypothesis testing of the difference between two population proportions.
	14	3	Selected non-parametric tests (chi-square test, Wilcoxon test).	14	2	Selected non-parametric tests.
15	3	Regression analysis.	15	2	Repetition.	

2.6. Teaching methods	x lectures <input type="checkbox"/> seminars and workshops X practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching	X independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other	2.7. Comments:			
2.8. Students` obligations	Regular students are required to attend classes at least 70%, which is also a requirement for obtaining the lecturer`s signature. For students with part-time status, a minimum presence of 50% is required. The obligation of each student is to regularly inform oneself about the course. All notices about maintenance or eventual postponement of teaching will be published on the web site of the Polytechnic of Šibenik and the e-learning page of the course, where all the information on the course as well as the teaching materials and the list of literature are also available.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	0,3	Written exam	3.5(without colloquium)	Project	1
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	0.5
	Colloquium	3,5 (without written exam)	Seminar paper		Other	
	Class activity	0,2	Oral exam	0.5	Other	
2.10. Grading and evaluating students` work during classes and on the exam	During the semester, students` work is evaluated through colloquia and by preparing a project. Students have the possibility to partially take written exams through colloquia (twice during the semester). In order to have access to the oral exam, students need to achieve at least 50% on each colloquium. The maximal score a student can earn in both colloquia is 80 (40 points on each colloquia), and 20 by preparing a project. The final grade is formed after the oral exam by aggregating scores achieved in the written exam/colloquia, project, oral exam and during classes. Students have a possibility to retake one colloquium. Students who did not pass at least one colloquia (or retaken colloquia) need to take part in the written exam. In this case, in order to have access to the oral exam, students need to achieve at least 50% on written exam. Students can earn additional points through continuous evaluation and by actively participating during classes.					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Šošić I., Primjenjena statistika , Školska knjiga , Zagreb 2004. (poglavlja 1-12) Patrick R. McMullen, Poslovna statistika za stručne studije [prijevod Devčić,K., Perišić,A.], Veleučilište u Šibeniku, 2017 (poglavlja 1-6,9,10)				12 2	no yes

2.12. Additional literature (at the moment of changes and/or amended of study programme)	Azcel A. Sounderpandian J., Complete Business Statistics, McGraw Hill, 2009. Newbold P., Statistics for Business and Economics, Englewood Cliffs: Prentice Hall, 1997 Čižmešija M., Kurnoga Živadinović N., Zbirka riješenih zadataka iz osnova statistike, Mirograd d.o.o., Zagreb, 2006 Dumičić K., Bahovec V., Poslovna Statistika, Element, Zagreb, 2011. Excel manuals	1 - 5 5	No No No No Yes
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

3. GENERAL INFORMATION				
1.1. Course lecturer	MA Gina Lugović, s. lecturer	1.7. Credit score (ECTS)	6	
1.2. Course title	PSYCHOLOGY FOR MANAGERS	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45L + 15S	
1.3. Assistants and/or associates	/	1.9. Level of e-learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st , materials available on line, 0% performance courses on line	
1.4. Study programme (specialist, undergraduate, graduate)	Professional graduate study of Management	3.10. Number of course revisions	1.	
1.5. Course status (obligatory, optional)	Obligatory	3.11. Modernization	Yes	
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% More than 20 %	X <input type="checkbox"/>
2. COURSE DESCRIPTION				
2.1. Course objectives	<ul style="list-style-type: none"> - Introduction to the basic concepts of psychology underlying relationships. - Adoption of the basic concepts of human relations: <ul style="list-style-type: none"> - the nature of human relationships, social perception, - components of interpersonal relationships, - the attitudes and importance of behavioral attitudes, 			

	<ul style="list-style-type: none"> - stereotypes and prejudices, - forms of social behavior, - development of morality, - social skills as the foundation of interpersonal relationships, - conflict and non-violent conflict resolution. <p>- Understanding interpersonal relationships and social skills. - Identifying the causes of conflict and ways of reducing and preventing conflicts.</p>																																										
2.2. Terms of course entry and required competences	No input competence.																																										
2.3. Learning outcomes on the study programme level	After successfully mastering the course students will be able to organize and lead a team work, and critically judge the views and opinions of stakeholders team applying the acquired knowledge and skills of communication in presentation skills in individual and group conditions and with the public and predict the causes of conflicts in the company and to solve the conflict situation.																																										
2.4. Expected learning outcomes on the course level	<p>It is expected that the students after completing the course and preparing term papers can:</p> <ul style="list-style-type: none"> - analyze the quality of communication and create an atmosphere of successful communication in their social / work environment, - present their verbal and non-verbal expression and behavior assertive and pro-social, - propose social skills in human relations and reduce conflict, - organize and manage work in a team, and critically weigh the opinions and attitudes of stakeholder team, - to develop ways of resolving conflicts in their social care, - propose social skills and social / communication competence necessary for managers. 																																										
2.5. Course content according to detailed curriculum schedule	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: center;">LECTURES</th> <th colspan="3" style="text-align: center;">SEMINARES / EXERCISES</th> </tr> <tr> <th style="text-align: center;">Week</th> <th style="text-align: center;">Hours</th> <th style="text-align: center;">Thematic unit</th> <th style="text-align: center;">Week</th> <th style="text-align: center;">Hours</th> <th style="text-align: center;">Thematic unit</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">3</td> <td>Introduction lecture, Concept and content of psychology for managers, Differences between needs and desires, Abandonment and active participation.</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td>Division seminars.</td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td>Interpersonal relationships (the nature of interpersonal relationships, the importance of social perception in the realization of interpersonal relationships).</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td>Presentation of the seminars.</td> </tr> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> <td>Interpersonal relationships (components of interpersonal relationships - verbal and nonverbal expression).</td> <td style="text-align: center;">3</td> <td style="text-align: center;">1</td> <td>Presentation of the seminars.</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">3</td> <td>Interpersonal relationships (self-expression, assertiveness, active listening, empathy, rules of communication).</td> <td style="text-align: center;">4</td> <td style="text-align: center;">1</td> <td>Presentation of the seminars.</td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">3</td> <td>The attitudes and importance of behavioral attitudes (formation and attitude component and behavioral role).</td> <td style="text-align: center;">5</td> <td style="text-align: center;">1</td> <td>Presentation of the seminars.</td> </tr> </tbody> </table>	LECTURES			SEMINARES / EXERCISES			Week	Hours	Thematic unit	Week	Hours	Thematic unit	1	3	Introduction lecture, Concept and content of psychology for managers, Differences between needs and desires, Abandonment and active participation.	1	1	Division seminars.	2	3	Interpersonal relationships (the nature of interpersonal relationships, the importance of social perception in the realization of interpersonal relationships).	2	1	Presentation of the seminars.	3	3	Interpersonal relationships (components of interpersonal relationships - verbal and nonverbal expression).	3	1	Presentation of the seminars.	4	3	Interpersonal relationships (self-expression, assertiveness, active listening, empathy, rules of communication).	4	1	Presentation of the seminars.	5	3	The attitudes and importance of behavioral attitudes (formation and attitude component and behavioral role).	5	1	Presentation of the seminars.
	LECTURES			SEMINARES / EXERCISES																																							
	Week	Hours	Thematic unit	Week	Hours	Thematic unit																																					
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	4	3	Interpersonal relationships (self-expression, assertiveness, active listening, empathy, rules of communication).	4	1	Presentation of the seminars.																																					
5	3	The attitudes and importance of behavioral attitudes (formation and attitude component and behavioral role).	5	1	Presentation of the seminars.																																						

	6	3	Attitudes and Importance of Behavioral Attitudes (Mechanisms that Affect the Change of Attitude).	6	1	Presentation of the seminars.
	7	3	Stereotypes and prejudices, stereotypical influence, and prejudice in interpersonal interaction.	7	1	Presentation of the seminars.
	8	3	Forms of social behavior (prosocial behavior, aggressive behavior).	8	1	Presentation of the seminars.
	9	3	Forms of social behavior (social inhibition, formation and role in interpersonal relationships).	9	1	Presentation of the seminars.
	10	3	Morale (theory).	10	1	Presentation of the seminars.
	11	3	Moral (tolerance).	11	1	Presentation of the seminars.
	12	3	Social skills: the foundation of human relationships (formation of social skills and their role in communication).	12	1	Presentation of the seminars.
	13	3	Social skills: the foundation of human relationships (social competence).	13	1	Presentation of the seminars.
	14	3	The conflict and peaceful conflict resolution.	14	1	Presentation of the seminars.
	15	3	Repetition. Instructions for exam. Signatures.	15	1	Presentation of the seminars.
2.6. Teaching methods	x lectures x seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments: Lectures are accompanied by practical exercises conducted by students individually, in pairs or groups up to five students, with the students, if necessary, can prepare workshops and mentoring for individual seminars.	
2.8. Students` obligations						

2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	3	Project	/
	Experimental work	/	Research	/	Practical work	/
	Essay	/	Report	/	Continuous examination	/
	Colloquium	/	Seminar paper	2	Other	/
	Class activity	/	Oral exam	/	Other	/
2.10. Grading and evaluating students' work during classes and on the exam	<p>- Regular attendance. Full-time students attending a minimum of 70% of classes and part-time students at least 30% of classes during the semester. - Positively evaluated seminar papers (based on Croatian and English language literature).</p> <p>- Presentation of seminar papers from selected topic (word and ppt) with positive evaluation. Selected theme. The acquired knowledge is checked during the course by participating in the exercises and by taking two seminars. The requirement to enter the exam is the signature after the established presence in lectures and defense of two seminar papers. The final grade of the student's knowledge is formed as a common evaluation of attendance in lectures, seminar papers and written part of the exam.</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	1. Penington, D. (1997). Osnove socijalne psihologije, Naklada Slap, Jastrebarsko. 2. Knapp, M. L., Hall, J. A. (2010). Neverbalna komunikacija u ljudskoj interakciji, Naklada Slap, Jastrebarsko. 3. Marušić, S. (2006). Upravljanje ljudskim potencijalima, Adeco, Zagreb.				2 2 3	
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Yukl, G. (2008). Rukovođenje u organizacijama, Naklada Slap, Jastrebarsko. 2. Bhagoria, A. (2012). Managing Business Through Human Psychology. http://www.free-ebooks.net/ebook/Managing-Business-Through-Human-Psychology-A-Handbook-for-Entrepreneur/pdf/view				3	x
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.					

1. GENERAL INFORMATION			
1.1. Course lecturer	Ph.D.MILI RAZOVIĆ, prof.	1.7. Credit score (ECTS)	6 ECTS
1.2. Course title	INNOVATION AND TECHNOLOGICAL STRATEGIES	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45 h LECTURING 15 h SEMINARS
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st - 5 %
1.4. Study programme (specialist, undergraduate, graduate)	SPECIALIST	1.10. Number of course revisions	1
1.5. Course status (obligatory, optional)	OPTIONAL	1.11. Modernization	1
1.6. Year of study	IV	1.12. Percentage estimate of course changes and/or supplements	Less than 20% X More than 20 % □
2. COURSE DESCRIPTION			
2.1. Course objectives	To analyze and interpret key business trends and innovations in the micro and macro business environmental and propose inovative solutions and tactics of inovation business;		
2.2. Terms of course entry and required competences	To analyze business enviroment, distinguis the company – s competitive advantages and propose different business strategies to achieve to company goals.		
2.3. Learning outcomes on the study programme level	To critical evaluate existing marketing communications and suggest improvements on the concrete bussiness case and develop basic skills of forming integrated marketing comuncations.		
2.4. Expected learning outcomes on the course level	The organize and lead team work, and critically judge the opinions and attitudes of team members.		
2.5. Course content according to detailed curriculum schedule			
2.6. Teaching methods	X lectures X seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching	<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory X mentoring <input type="checkbox"/> other	2.7. Comments:

2.8. Students' obligations						
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	20,00%	Written exam	30,00%	Project	
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	
	Colloquium	20,00%	Seminar paper	10,00%	Other	
	Class activity		Oral exam	20,00%	Other	
2.10. Grading and evaluating students' work during classes and on the exam						
2.11. Compulsory literature (available in the library and via other media)	Title	Number of copies in the library				
		<ol style="list-style-type: none"> 1. F.Trias de Bes I PH. Kotler; (2016) Inovacijom do pobjede – model od A do F ; Školska knjiga , Zagreb (5 copy) 2. R.D.Atkinson I S.J. Ezell ; (2014) Ekonomika inovacija -utrka za globalnu prednost; MATE , Zagreb 3. M. Razović ; (2017) Inovacije I tehnološke strategije, skripta-predavanja. (CD) 				
2.12. Additional literature (at the moment of changes and/or amended of study programme)						
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature.</p> <p>Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.</p>					

4. GENERAL INFORMATION			
1.1. Course lecturer	Jelena Šišara, univ.spec.oec. senior lecturer	1.7. Credit score (ECTS)	6
1.2. Course title	Marketing communication	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	30L+30S
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st Level, lecturing materials are available on-line, 0%
1.4. Study programme (specialist, undergraduate, graduate)	Specialist graduate	4.10. Number of course revisions	1
1.5. Course status (obligatory, optional)	optional	4.11. Modernization	Yes
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	The course objectives are to introduce students to the basic concept of integrated marketing communication and to provide them knowledge and skills in accordance with the new paradigm of marketing and marketing communication. To introduce students with the role of communication, communication process and participants in the process of communication. To present to students the types of market communication and their advantages and disadvantages. To empower students through lessons, interactive discussions, and practical assignments / case studies to work in different areas of marketing communications, in ad agencies, or other related areas. Enable students to critically reflect and develop the practice of integrated marketing communication.		
2.2. Terms of course entry and required competences	No conditions. Course is in correlation with the same courses in all Polytechnics and Universities in Croatia.		
2.3. Learning outcomes on the study programme level	<ol style="list-style-type: none"> 1. To organize and lead team work, and critically judge the opinions and attitudes of team members 2. To individually and responsibly search relevant literature for reaching solutions and conclusions, 3. To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals 4. To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business 5. To critically evaluate existing marketing communications and suggest improvements on the concrete business case and develop basic skills of forming integrated marketing communications 		

2.4. Expected learning outcomes on the course level	<ol style="list-style-type: none"> 1. To explain and comment basic concepts of integrated marketing communications 2. To evaluate the significance of integrated marketing communications elements and their practical application. 3. To critically evaluate existing marketing communications and suggest improvements to the business case. 4. To develop the basic skills of forming integrated marketing communications. 5. To recommend improvement of marketing communications based on business case analysis. 6. To develop and present the enterprise advertising plan. 					
2.5. Course content according to detailed curriculum schedule	<p>Lectures (2 hours): introduction lectures, understanding of communication, communication and consumer behaviour, management of integrated marketing communications, creating image and product brands, communication process, persuasion and marketing communication, advertising management, sales promotion and public relations, designing and managing of sales, principles of personal selling and direct marketing, internet and other forms of direct marketing communication, measure the effectiveness of marketing communication, marketing communication on the business market and on the international markets, ethical aspects of marketing communications, concluding observations, correction colloquium (I. or II.), signatures.</p> <p>Seminars (2 hours): Introduction to Seminars and Project Tasks, Analysis of case studies by topic of lectures, preparation of project assignment, presentation of project papers.</p>					
2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching	<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other: case study	2.7. Comments:			
2.8. Students` obligations	<p>Attendance (lectures and seminars): at least 70%. Students who are not able to fully attend the classes have to write the Practical paper, that they should submit to the lecturer up to 14th week of semester (by mail to: jelena@vus.hr).</p> <p>It is recommended that students participate actively in classes: participation in discussions, case studies, project paper (advertising plan), etc. Students should write and present project paper (advertising plan) and should be evaluated positively.</p> <p>Project paper and Practical paper have to be written on computer and follow pre-defined content.</p> <p>All papers should be sent to an e-mail (jelena@vus.hr)</p> <p>Students who are unable to attend classes regularly, due to their status, should consult with the lecturer at the time of consultation or by e-mail (jelena@vus.hr).</p> <p>In addition, the obligation of each student is to be regularly informed about the course. It is desirable to ask other students and/or lecturer about the course. All information about the maintenance or eventual postponement of the course will be published on the e-learning page of the course, where all the information about the course as well as all the necessary materials are present.</p>					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	2	Written exam	1,5	Project	1
	Experimental work		Research		Practical work	2 (only when student is not able to fully attend classes)

	Essay		Report		Continuous examination	
	Colloquium	3 (the colloquium replace written and oral exam)	Seminar paper		Other	
	Class activity		Oral exam	1,5	Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>All students can choose between two exam options, which are explained below.</p> <p>Option A. Passing the exam through the colloquium In order to achieve the right of passing the exam through the colloquium, students are expected to actively participate in the lecture classes (case studies, exercises and short assignments).</p> <p>Option B. Regular exam (written and oral exam) If students do not choose to be actively engaged in teaching classes, or fail to pass the colloquium, then they have to go on a regular exam. The requirement for a regular exam for all students is positively evaluated seminar paper and for regular students attendance at lectures (lectures and seminars) of at least 70%.</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Kesić, T., (2003), Integralna marketinška komunikacija, Opinio, Zagreb				3	
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Kenneth E. Clow, Donald E. Baack, (2014), Integrated Advertising, Promotion, and Marketing Communications, Prentice Hall Gardijan, P., (2008.) Marketinški menadžment, Veleučilište u Šibeniku				0 10	
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	Control of students' quality and acquiring the necessary knowledge and skills will be ensured: <ul style="list-style-type: none"> - through interactive work on teaching classes, - conducting records on the attendance and activities of students in teaching classes, - based on the results of the students on the colloquium and the exams, information will be provided for further instruction to students in order to increase the efficiency of their work. - The students will be referred to their rights, obligations, methods of teaching and the necessary literature. 					

	Quality assurance system indicators: Student Survey, monitoring of annual data from the HZZZ about the annual employment status of students, Employers and Alumni association Survey.
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5. GENERAL INFORMATION			
1.1. Course lecturer	MA Gina Lugović, s. lecturer	1.7. Credit score (ECTS)	6
1.2. Course title	BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45 P + 15 S
1.3. Assistants and/or associates	/	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	Level 1, materials available on line, 0% performance courses on line
1.4. Study programme (specialist, undergraduate, graduate)	Professional graduate study of Management	5.10. Number of course revisions	/
1.5. Course status (obligatory, optional)	Optional	5.11. Modernization	X
1.6. Year of study	2. years	1.12. Percentage estimate of course changes and/or supplements	Less than 20% x More than 20 % □
2. COURSE DESCRIPTION			
2.1. Course objectives	- Students acquire knowledge of fundamental theoretical approaches in the field of business ethics and train for the application of moral and ethical principles in business, the application of the concept of social responsibility and the solving of moral and ethical dilemmas.		
2.2. Terms of course entry and required competences	- Attendance at lectures, submitted seminar papers.		
2.3. Learning outcomes on the study programme level	-After successfully mastered courses, students will be able to formulate and maintain ethical and socially responsible behaviour in the organization, applying formal ethical and other acts in relation to employees, associates and users, independently and responsibly search Relevant literature for the adoption of solutions and conclusions, to build a system of values in the company on the foundations of business ethics and socially responsible business, and organize and conduct work in the team, and critically judge the opinions and attitudes of the stakeholders of the team.		
2.4. Expected learning outcomes on the course level	After completion of the course, students are expected to: -Establish links between business ethics and business environment, -interpret and discuss problematic situations, -Analyze and synthesize the relationship of business ethics and social Responsibility,		

	-To build a systematic knowledge of the field of ethics and social responsibility for further study and analysis in the business environment, -to critically judge the application of ethical and socially responsible behaviour in the organization by applying formal ethical and other acts in relation to employees, associates and users					
2.5. Course content according to detailed curriculum schedule	Lectures			Seminars/ Exercise		
	Week	Hours		Week	Hours	
	1	3	Defining and explaining business ethics. Business ethics of Enterprises (collective) and professional ethics (individual, members of a particular profession). Ethics, morality, and the codex. Rules of conduct towards clients, colleagues, compliance with regulations in the profession and towards the public.	1	1	Selection of topics of term papers.
	2	3	Basic determinants of ethics and ethical behaviour/morals. Theories, divisions, values, judgement, motivation, behavior, crisis. Etiquette, protocol.	2	1	Seminar Presentation.
	3	3	Ethical business theories. Interpersonal, functional, corporate, professional, managerial, entrepreneurial ethics and employee ethics. Relationship of ethics and organizational culture. Ethics and mass media.	3	1	Seminar Presentation.
	4	3	Ethics and social Responsibility: concept of model, type and level of morality, strategy and management of social responsibility. Protection of human rights.	4	1	Seminar Presentation.
	5	3	Morality/Ethics of society (policies within social planning in relation to the ethics of managers)	5	1	Seminar Presentation.
	6	3	The morale of the company (theory, Corporate social responsibility, relationship between enterprises and employees).	6	1	Seminar Presentation.
	7	3	Morality (Code of Ethics) enterprises and States, shareholders, competitors, buyers, company strategy and implementation of ethics in business practices.	7	1	Seminar Presentation.
	8	3	Ethical dilemmas in Business: appearance, analysis and solving of ethical dilemma in business. Ethically and legally?	8	1	Seminar Presentation.
	9	3	Violations of ethical norms in business: criminal activity, corruption, neglect of ecological problems and sustainability and poverty in the world.	9	1	Seminar Presentation.
	10	3	Ways of conducting ethical behavior in business, checking ethics, applying ethical theories and principles to business bang and relation to business principles for employees.	10	1	Seminar Presentation.
11	3	Implementing ethical principles and social responsibility, creating an ethical organizational climate and culture, the need for ethics of principles, codes and etiquette, regulations.	11	1	Seminar Presentation.	

	12	3	Institutionalizing business ethics: Ethical committees, teaching ethics in management and leadership development programs, factors of increasing ethics in business. Climate and business culture, corporate social responsibility.	12	1	Seminar Presentation.		
	13	3	Psychological aspects of ethics/morality: basic scientific explanations of moral development and learning of morality, positive values.	13	1	Seminar Presentation.		
	14	3	Socio-cultural and legal aspects of ethics/morality: Systems of values of different cultures/ethical norms, the influence of the globalisation process to respect ethical norms, equality of business.	14	1	Seminar Presentation.		
	15	3	Basic principles of humanistic management, honesty and trust management, socially responsible behavior in local and global business.	15	1	Seminar Presentation.		
2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:			
	Methods used: Lectures are performed with a combined ("ex cathedra"/"Case") method. Theoretical instructional content is exhibited by the method "ex cathedra " Using computer presentations in MS PowerPoint. Lectures are complemented by the "case" method of research and team works by students. Students are encouraged to team work in solving program tasks, techniques of creativity and presentation skills are practiced.							
2.8. Students` obligations	Attendance in class, the seminar papers.							
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	3	Project	/		
	Experimental work	/	Research	/	Practical work	/		
	Essay	/	Report	/	Continuous examination	/		
	Colloquium	/	Seminar paper	2	Other	/		
	Class activity	/	Oral exam	/	Other	/		

2.10. Grading and evaluating students` work during classes and on the exam	1. Regular attendance, regular students attend a minimum of 70% of classes and an extraordinary 30% of classes during the semester. 2. Positively evaluated seminar papers based on presentation of term papers from the selected topic (dedicated paper and presentation, selected topic/home, content, Introduction, work, conclusion, literature, minimum 10 pages: 10-15/, Literature from 2000.0-2018.). The acquired knowledge is inspected during the teaching by participating in exercises. The condition for accessing the exam is the signature after a determined presence in the lectures and defense of the seminar paper. The final assessment of the student's knowledge is the evaluation of these elements.		
2.11. Compulsory literature (available in the library and via other media)	Title	Number of copies in the library	Availability via other media
	Bebek, B., Kolumbić, A. (2000). Poslovna etika (Poglavlja: Etika, str. 3-5; Poslovna etika, str 7-18; Bonton 249-302). Zagreb: Sinergija.	2	-
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Jalšenjak, B., Krkač, K. (ur.) (2016). Poslovna etika, korporacijska društvena odgovornost i održivost, Drugo, prepravljeno i prošireno izdanje (Pregled razvoja Utjecaj europskih kultura na poslovnu etiku i korporacijsku društvenu odgovornost, str. 591-603). Zaruštveno odgovornog ponašanja, str. 169-192; Temeljna pitanja poslovne etike i etičkih kodeksa, str. 193-212; Temeljna pitanja korporacijske društvene odgovornosti, str. 213- 240; Društveno odgovorno ponašanje i promicanje radnih prava u radnoj okolini, str. 298-321; Društveno odgovorno ponašanje u Republici Hrvatskoj, str. 339 koncepta -362; Obrazac za donošenje moralnih odluka, str. 363-367; Načela odgovornosti u upravljanju ljudskim potencijalima, str. 488-506; Korporacijska društvena neodgovornost, str. 507-516; greb: Mate d.o.o..	2	-
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

6. GENERAL INFORMATION

1.1. Course lecturer	Anita Grubišić	1.7. Credit score (ECTS)	6
1.2. Course title	Cost management	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45L + 15P

1.3. Assistants and/or associates	Guest lecturers	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1. level – materials available On-line, 0%			
1.4. Study programme (specialist, undergraduate, graduate)	Specialist graduate	6.10. Number of course revisions	1.			
1.5. Course status (obligatory, optional)	Optional	6.11. Modernization	Yes			
1.6. Year of study	I.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>			
2. COURSE DESCRIPTION						
2.1. Course objectives	Cost management in enterprises, cost schedule and carriers, and recording costs and expenditures by classic and contemporary methods of calculation.					
2.2. Terms of course entry and required competences	No conditions.					
2.3. Learning outcomes on the study programme level	<p>To individually and responsibly search relevant literature for reaching solutions and conclusions in Croatian and foreign languages.</p> <p>To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals</p> <p>To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business</p> <p>To apply and valorize qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support</p> <p>To suggest decisions on production, operations, flows, capacities, costs and processes using analysis and monitoring of achieved indicators and results</p>					
2.4. Expected learning outcomes on the course level	<p>Evaluate how managers use accounting information to create value in organizations. Explain how the costs are presented in the financial statements. Understand the assumptions and limitations of CVP analysis. Understand the reasons for the estimation of fixed and variable costs, and explain how the basic cost system works. Understand Ethical Issues in Business Costs. Analyze the accounting choice between FIFO, LIFO and weighted average cost. Compare the cost of products based on activities with traditional methods. Understand the role of the budget in the organization's overall plans.</p>					
2.5. Course content according to detailed curriculum schedule	LECTURES			SEMINARS / EXERCISES		
	Week	Hour	Thematic unit	Week	Hour	Thematic unit
	1	3	Introductory lecture. Place, role, content, function of managerial accounting.	1	1	
	2	3	Education for Accounting Profession. Informatization of internal calculation.	2	1	Theme division.

	3	3	Costs. Cost classification.	3	1	Instructions into seminar and presentation preparation.	
	4	3	Accounting cost tracking.	4	1	Instructions into giving presentations.	
	5	3	Costs in internal accounting.	5	1	Presentations of seminar paper. Discussion.	
	6	3	Particularities of classical and modern cost accounting.	6	1	Presentations of seminar paper. Discussion.	
	7	3	Influence of inventory conversion method to business result	7	1	Presentations of seminar paper. Discussion.	
	8	3	Contents and design of a company's business plan.	8	1	Presentations of seminar paper. Discussion.	
	9	3	Accountability and Flexible Budgeting.	9	1	Presentations of seminar paper. Discussion.	
	10	3	Accounting standards and reporting harmonization. Transfer prices and their accounting and tax implications.	10	1	Presentations of seminar paper. Discussion.	
	11	3	Information base for short-term business decision-making. Cash flow management.	11	1	Presentations of seminar paper. Discussion.	
	12	3	Strategic Accounting. Instruments of strategic accounting.	12	1	Presentations of seminar paper. Discussion.	
	13	3	Information base of long-term business decision-making.	13	1	Presentations of seminar paper. Discussion.	
	14	3	Public sector management accounting.	14	1	Presentations of seminar paper. Discussion.	
	15	3	Repetition. Exam instructions. Signatures.	15	1	Presentations of seminar paper. Discussion.	
	2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> assignments		2.7. Comments:	
	2.8. Students` obligations	Teaching takes place in the first semester (winter semester) in the form of lectures (45 hours) and seminars (15 hours). Students are required to attend classes of at least 70% of lectures and 50% of the seminars. Create and successfully defend seminar work (through 6 assignments).					

2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam		Project	
	Experimental work		Written exam (practical)		Practical work	3
	Essay		Report		Continuous examination	1
	Colloquium		Seminar paper	1	Case studies	
	Class activity		Oral exam		Other	
2.10. Grading and evaluating students' work during classes and on the exam	Students in lectures by the discovery method (guided discovery, self-discovery, discussion) through independent and group projects, through problem-solving learning and various forms of discussion, adopt the subject, for which it is necessary to attend classes regularly and actively participate. The final grade is based on the results achieved based on the class activities and the successful preparation and defending of the seminar work.					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	1. grupa autora: Upravljačko računovodstvo, RIF, Zagreb, 2011.					Yes
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Lanen, W.N. & Anderson, S.W. & Maher, M.W., Fundamentals of cost accounting, Third Edition, 2014, by The McGraw-Hill – PPP 2. Belak, V., Menadžersko računovodstvo, RRIF, Zagreb, 1995. 3. Grubišić, A.; Analiza poslovanja, skripta, Veleučilište u Šibeniku, 2010.				2	Yes
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.					

2. SEMESTAR

1. GENERAL INFORMATION			
1.1. Course lecturer	Želimir Mikulić	1.7. Credit score (ECTS)	6
1.2. Course title	QUANTITATIVE METHODS FOR BUSINESS DECISION-MAKING	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45 L + 30 PE
1.3. Assistants and/or associates	Ana Perišić	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st level – learning materials are available online, 10% interactive tools
1.4. Study programme (specialist, undergraduate, graduate)	Specialist	1.10. Number of course revisions	
1.5. Course status (obligatory, optional)	Obligatory	1.11. Modernization	x
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	To introduce students to various types of problems that occur in business decision making. Get to know and learn to use the methods that are used to solve certain problems in business decision making and learn methods to optimize such problems.		
2.2. Terms of course entry and required competences	Completed Statistics Collegium		
2.3. Learning outcomes on the study programme level	<p>To individually and responsibly search relevant literature for reaching solutions and conclusions.</p> <p>To analyse the business environment, distinguish the company's competitive advantages, and propose different business strategies to achieve the company's goals.</p> <p>Implement and evaluate the qualitative and quantitative methods for business decision-making in solving economic and managerial problems using software support.</p> <p>To propose decisions on production, operations, flows, capacities, costs and processes by analysing and tracking achieved indicators and results.</p> <p>To evaluate the eligibility of the investment project on the basis of economic and financial analysis made with the help of modern tools and techniques.</p>		
2.4. Expected learning outcomes on the course level	<p>Students will:</p> <p>Plan the conduct of an operational research, evaluate the required resources and time, and lead an operational research team.</p> <p>Identify and classify problems: linear programming, nonlinear programming, integer and mixed programming, transport, network, deterministic and stochastic dynamic programming problems.</p> <p>To build a mathematical model of linear optimization problems.</p>		

Using the program support to solve the problems of linear optimization and evaluate the reliability of the results based on the sensitivity analysis. Develop transport problem models and assignment problems, review their validity, and choose when it is more convenient to deal with other methods. Identify network issues: Apply basic algorithms and methods to resolve network issues. Design a model for process control and to select the optimal savings by cutting in cases of breaking deadlines. Recommend optimum business decision choices using dynamic programming methods. Design decision trees for evaluating decisions and calculate the value of information. Critically evaluate decision modeling settings and get results to avoid bias and standard error.

2.5. Course content according to detailed curriculum schedule

LECTURES			EXERCISES/LABS		
Week	Hour	Theme	Week	Hour	Theme
1	3	Introduction to Quantitative Methods.	1	2	Setting up a mathematical model
2	3	Linear problems, mathematical model and geometric visualization.	2	2	Setting up a mathematical model. Solving using simplex method
3	3	Introduction to Simplex Method	3	2	Solving the optimization problem
4	3	Theoretical basis of simplex methods	4	2	Simplex Method. Post-optimal analysis.
5	3	Post-optimal analysis, sensitivity and shadow price	5	2	Post-optimal analysis.
6	3	Special cases of linear problems, transport problems	6	2	Transport problems
7	3	Directed simplex method for transport problems. Problem of assignment.	7	2	Assignment problems.
8	3	Network Methods: Minimum Tree Problem, Shortest Way, Maximum Flow	8	2	Solving linear problems.
9	3	Network methods for project management.	9	2	Repetition.
10	3	Dynamic programming	10	2	Applying Networks to Solve Linear Problems. Minimum tree.
11	3	Stochastic Dynamic Programming.	11	2	The shortest path, maximum flow, minimum cost flow. Critical path method
12	3	Decision-Making Theory: Decisions Tree.	12	2	Dynamic programming
13	3	Decision-Making Theory: The value of information	13	2	Dynamic programming, stochastic
14	3	Behavioral economics. Prejudices and misconceptions of using quantitative methods.	14	2	Decision-Making Theory
15	3	Problem analysis, model selection and solving methods.	15	2	Decision-Making Theory. Repetition.

2.6. Teaching methods	<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching	<input checked="" type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other	2.7. Comments:			
2.8. Students` obligations	<p>Minimal attendance for full-time students is 70% of all lectures and exercises. Students who do not satisfy minimal attendance condition will not be allowed to the exam. Part time students can supplement attendance with regular consultations with lecturer on the be-weekly basis. It is strongly recommended that students take active part during lectures (in discussions, readings, rising questions, problem solving etc.) Part time students who will not be able to attend lectures regularly should contact lecturer in advance during consultation hours or via e-mail (zelimir.mikulic@vus.hr, sisak@vus.hr). It is duty of a student to inform itself about lectures on the daily basis. Notifications about possible changes will be sent to students via e-mail and posted on the web page of course e-learning site, together with all information about course, learning materials, assignments etc.</p>					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1,5	Written exam	2,5	Project	
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	0,5
	Colloquium		Seminar paper		Other	
	Class activity	0,5	Oral exam	1	Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>Student's attendance is regularly registered as is activity in class during lectures and exercises. Three colloquiums are organized during semester (not obligatory for students) and student who scores over 50% points on each of them can go directly to oral exam. Total score from all three colloquiums is then used instead of written exam score. If student passes only two out of three colloquiums, he can repeat one he has missed at the end of semester. Students who do not pass all three colloquiums have to approach to the written exam. On the written exam student has to score minimum of 50% points to be allowed to the oral exam. Final grade is based on the following criteria: 10% based on attendance, 15% on activity during lectures and exercises, 25% based on results of written exam and 50% based on results of oral exam.</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Kalpić D., Mornar V., Operacijska istraživanja, DRIP, Zagreb 1996.				5	
	Hillier F., Lieberman G. : Introduction to operations Research, McGraw Hill 8th ed. 2005, 8th Ed.				1	Pdf form

	Swift L., Piff S.: Quantitative Methods for Business, Management and Finance, Palgrave, 3rd Ed.	5	
	Winston W.: Microsoft Excel 2013: Data Analysis and Business Modeling	5	
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Babić Z., Linearno programiranje, Sveučilište u Splitu , Split 1991. Bradley, Hax, and Magnanti : Applied Mathematical Programming, Addison-Wesley, 1977	1 1	Pdf form
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

2. GENERAL INFORMATION			
1.1. Course lecturer	Ana Vukičević, Ph.D.	1.7. Credit score (ECTS)	6
1.2. Course title	RISK MANAGEMENT	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45 L+ 15 S
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1. level – material available online
1.4. Study programme (specialist, undergraduate, graduate)	graduate	2.10. Number of course revisions	1.
1.5. Course status (obligatory, optional)	1.	2.11. Modernization	x
1.6. Year of study		1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>

2. COURSE DESCRIPTION						
2.1. Course objectives	Introduce students' with business risks, recognize the problematic of business risks and anticipate the mechanisms of minimizing the effect of risks.					
2.2. Terms of course entry and required competences	None					
2.3. Learning outcomes on the study programme level	<p>To identify various problems, risks and risky situations in modern management and propose adequate solutions for identified problems and risk management mechanisms based on the company's state analysis</p> <p>To explore, interpret and apply the relevant literature as well as the proper legal rules for drafting and issuing regulations and acts in administrative and other legal proceedings, administrative disputes and different actions of bodies of the state authority like administrative bodies and organizations, utility companies and other public institutions</p> <p>To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals</p> <p>To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business</p>					
2.4. Expected learning outcomes on the course level	Students are expected to: analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals; moreover to create new ideas and solutions for business risk management and to anticipate risky situations as well as to analyze internal and external environment and suggest different business strategies.					
2.5. Course content according to detailed curriculum schedule	LECTURES			SEMINARS/WORKSHOPS		
	Week	Hours	Theme	Week	Hours	Theme
	1	3	Business and organization crisis + symptoms	1	1	Writing and presentation of seminars – basic guide information
	2	3	Classification and definition of risks	2	1	Seminar presentation
	3	3	Responsibility and attitudes for managing risks	3	1	Seminar presentation
	4	3	Decision making based on profit and risk	4	1	Seminar presentation
	5	3	Methods of protection form clean risks	5	1	Seminar presentation
	6	3	Determining the risk analysis	6	1	Seminar presentation

	7	3	Identification of different organization risks	7	1	Seminar presentation
	8	3	Methods of risk measurement	8	1	Seminar presentation
	9	3	Option valuation	9	1	Seminar presentation
	10	3	Decision making in uncertain business conditions	10	1	Seminar presentation
	11	3	Risky analysis by simulation	11	1	Seminar presentation
	12	3	Phase f defining management, Control Phase, Evaluation Phase	12	1	Seminar presentation
	13	3	Emergency Phase, Stabilization Phase	13	1	Seminar presentation
	14	3	Growth phase	14	1	Seminar presentation
	15	3	Crisis – end and characteristics	15	1	Seminar presentation
2.6. Teaching methods	X lectures X seminars and workshops X practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:	
2.8. Students` obligations	Requirements for all full-time students od minimum 70 % attendance at seminars and lectures. Part – time student don`t have attendance obligations but need to consult the professor during the office times or by e-mail (ana_u@vus.hr) It is advised to students to be active in lectures and tin workshops. Every student obligation is to inform themselves about lectures – all information about changes in date or time of lectures will be announced od e-learning page of the course that also maintains all course information and lecture materials.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance		Written exam	2		Project
	Experimental work		Research	0.5		Practical work
	Essay		Report			Continuous examination
	Colloquium	2	Seminar paper	0.5		Other
	Class activity		Oral exam	1		Other

2.10. Grading and evaluating students` work during classes and on the exam	Requirements for all full-time students od minimum 70 % attendance at seminars and lectures. Part – time student don`t have attendance obligations but need to consult the professor during the office times or by e-mail (ana_u@vus.hr) It is advised to students to be active in lectures and tin workshops. Every student obligation is to inform themselves about lectures – all information about changes in date or time of lectures will be announced od e-learning page of the course that also maintains all course information and lecture materials.		
2.11. Compulsory literature (available in the library and via other media)	Title	Number of copies in the library	Availability via other media
	1. Klarić, M.: Analiza rizika, Ekonomski fakultet u Osijeku, Sveučilište Josipa Jurja Strossmayer, Osijek, 2006. 2. . Sučević, D. Krizni menadžmenta, Lider, Zagreb, 2010.	3 1	no no
2.12. Additional litearature (at the moment of changes and/or amended of study programme)	1. presentations and materials from lectures 2. Klarić, M.: Uvod u menadžment rizika, , Ekonomski fakultet u Osijeku, Sveučilište Josipa Jurja Strossmayer, Osijek, 2011.	-	no
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

3. GENERAL INFORMATION			
1.1. Course lecturer	Željko Deković	1.7. Credit score (ECTS)	6
1.2. Course title	OPERATIONS MANAGEMENT	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45L+30P
1.3. Assistants and/or associates	Jelena Žaja	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1. level – materials available On-line, 0%
1.4. Study programme (specialist, undergraduate, graduate)	Graduate	3.10. Number of course revisions	2.

1.5. Course status (obligatory, optional)	Optional	3.11. Modernization	<input checked="" type="checkbox"/> yes
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	<p>- Introduce students with the concept of operations management, its role in the company's activities as well as ways of improving the company's business with a special focus on development of ways of looking at operational business processes.</p> <p>- Introduce students with the basics of operations management through lectures, classroom discussions and business cases, and instruct students to create operations and improve systems that create the primary products and services of the company so that after completing the course, each student knows how to approach the basic problems of operating business and where they should look for additional information to solve complex operational management issues that arise in practice in everyday business.</p> <p>- Understand the underlying concepts of operations management and ways of improving business operations of business entities with emphasis on the problems of organizing the system for capacity management and flow of materials and prepare them for practical application.</p> <p>- Adopt and expand knowledge in the field:</p> <ul style="list-style-type: none"> • operations functions and business strategies; • product design, process and technology selection; • quality management, control and quality improvement; • yield management and overbooking management in service industry; <p>human capital management and labor measurement;</p> <ul style="list-style-type: none"> • models of inventory management; • business forecasts; process and technology selection, capacity planning and termination; • lean production; • project management methods. 		
2.2. Terms of course entry and required competences	<p>No conditions.</p> <p>The course of Operations Management is in correlation with the same courses in all Polytechnics and Universities in Croatia.</p>		
2.3. Learning outcomes on the study programme level	<p>To individually and responsibly search relevant literature for reaching solutions and conclusions.</p> <p>To suggest decisions on production, operations, flows, capacities, costs and processes using analysis and monitoring of achieved indicators and results.</p> <p>To apply and valorize qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support.</p> <p>To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals.</p>		
2.4. Expected learning outcomes on the course level	<p>It is expected that the student after completing the course Operational Management will be able to:</p> <p>- Explain basic concepts of operations management and their practical application.</p>		

- To provide explanation for basic and correct production and operations decisions in the area of production and services management through the implementation of the appropriate operational planning followed by analysis and control of the achieved indicators and results.
- Choose models, methods, techniques, and tools appropriate to certain issues at the operating management level.
- Valorize the concepts of quality management in modern business by applying appropriate statistical methods.
- Select logistics methods and methods of inventory management, procurement strategy, vendor selection, logistics system, logistics chain.
- Explain, on a practical example of a hotel business, management plan for managing the return and capacity overbooking.
- Select appropriate methods of product design and term planning methods.
- Choose the waiting line model in a specific example.
- Evaluate the implementation of operations management activities by applying a project approach (designing and planning activities based on the type of production and choice of technology, location selection, project organization).

LECTURE			PRACTICAL EXERCISE		
Week	Hours	Thematic unit	Week	Hours	Thematic unit
1	3	Introduction to the course and the teaching plan. Introductory lecture - basic concepts and operations management determinants	1	2	Introductory exercises
2	3	Operational strategy and production management	2	2	Exercise 1: Productivity
3	3	Selection of production process	3	2	Exercise 2: Break-even point/ Flow Diagram
4	3	Designing the production process and services	4	2	Exercise 3: Work measurement
5	3	Choice of technology and process flow analysis	5	2	Exercise 4: Forecasting
6	3	Work management	6	2	Exercise 4: Forecasting
7	3	Forecasting	7	2	Repetition for 1. colloquium
8	3	Aggregate planning, main production schedule, capacity planning and location in the OM	8	2	1. Colloquium
9	3	Service management / Yield management	9	2	Exercise 5. Aggregate planning and capacity planning
10	3	Service management / Waiting-line models	10	2	Exercise 6. Yield management - overbooking
11	3	Quality control	11	2	Exercise 7. Waiting - line models

2.5. Course content according to detailed curriculum schedule

	12	3	Termination of production	12	2	Exercise 8. Inventory management
	13	3	Inventory management	13	2	Exercise 5. Control Charts / Project management
	14	3	Enterprise resource management	14	2	Repetition for 2. colloquium
	15	3	Project management - Allocation of signatures	15	2	2. Colloquium
2.6. Teaching methods	lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory mentoring case study		2.7. Comments:	
2.8. Students` obligations	<p>The attendance requirement for full-time students is 70%, for part-time students 50%. Students who are unable to attend classes due to the status of a part-time student should consult with the professor at the time of consultation or by e-mail (zeljko.dekovic@vus.hr)</p> <p>It is recommended that students participate actively in classes, which includes participation in discussions, solving case studies, creating a practical assignment etc. In addition, the obligation of each student is to be regularly informed about the course. It is desirable to ask other students or professors about the course. All information about the courses or possible postponement of the course will be published on the e-learning page of the course, where all the information on the course as well as all the necessary materials are available.</p>					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	2*/2**	Written exam	2**	Project	
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	
	Colloquium	4*	Seminar paper		Other	
	Class activity		Oral exam	2**	Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>All students can choose from two options for taking the course: Option A: Taking two colloquia. In order to have the right to take the exam through the colloquium, students are expected to actively participate in the classroom (case studies, exercises and short assignments). Option B Taking the regular exam (written and oral). If students choose not to actively engage in classes or fail to pass the colloquia then they are required to take regular exam.</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	1. Skripta: Prester J., Operacijski menadžment, Mikrorad, Ekonomski fakultet Zagreb , 2015.				10	

	2. Deković, Ž., Šišara, J., Primjena operacijskog menadžmenta – zbirka zadataka s teoretskim objašnjenjima, Veleučilište u Šibeniku, Šibenik, 2017.	0	Yes
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Taylor B.W., Russell R. S., Operations Management: Quality and Competitiveness in a Global Environment 5e. Wiley , 2006.	0	
	2. Schroeder, R. G., Upravljanje proizvodnjom, Odlučivanje u funkciji proizvodnje, Mate, Zagreb, 1999.	2	
	3. Barković, Dražen, Uvod u operacijski management, II. dopunjeno izdanje, Osijek: Ekonomski fakultet u Osijeku, 2011.		
	4. Operations Management (7th Edition): Slack N., Brandon-Jones A., Johnston R., ISBN-10: 0273776207 • ISBN-13: 9780273776208, ©2014 • Pearson • Paper, 768 pp Published 13 Jun 2013.		
	5. Prester J., Operacijski menadžment u uslugama, Sinergija, Zagreb, 2014.		
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>Quality control of students' work and acquiring the necessary knowledge and skills will be ensured:</p> <ul style="list-style-type: none"> - through interactive work in class, - by conducting records on the attendance and activities of students in class, - based on the results of the students on colloquia and exams, instructions will be provided to students in order to increase the efficiency of their work. - Students will be informed of their rights and obligations, methods of work and the required literature. <p>Quality assurance system indicators: Student Survey, monitoring of annual data from the HZZZ on the annual employment status of students, employer and Alumni association poll.</p>		

*ECTS POINTS OPTION A

**ECTS POINTS OPTION B

4. GENERAL INFORMATION			
1.1. Course lecturer	MA Gina Lugović, s. lecturer	1.7. Credit score (ECTS)	6
1.2. Course title	MANAGEMENT OF CONFLICT	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45L + 15S
1.3. Assistants and/or associates	/	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st , materials available online, 0% of course online

1.4. Study programme (specialist, undergraduate, graduate)	Professional graduate study of Management	4.10. Number of course revisions	1.
1.5. Course status (obligatory, optional)	Optional	4.11. Modernization	Yes
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	<p>Getting to know the underlying concepts of cause, development and conflict resolution in interpersonal relationships. Adoption of basic terms of cause, development and conflict resolution:</p> <ul style="list-style-type: none"> - Setting up rules for improved communication, negotiating skills and conducting negotiating skills participants, - emotional control and retention of integrity, - Understanding the time frame, - Understanding the sensitivity to cultural barriers and the effective use of humor, - defining the problems and solutions of problems based on participants' interests, - mediation (third party involvement, mediation) and the choice and role of the mediator, - Evaluating and increasing stakeholder interest in solving the problem through mediation - assisting conflict participants in planning future interactions. <p>Understanding of Conflict in Interpersonal Relations and Social Skills for Conflict Resolution, Learning and applying mediation / mediation in conflict resolution.</p>		
2.2. Terms of course entry and required competences	Passed course "Psychology for Managers".		
2.3. Learning outcomes on the study programme level	<p>After successfully mastering a course, students will be able to apply social skills to solve conflict situations,</p> <ul style="list-style-type: none"> - to anticipate the causes of conflicts in the enterprise and to resolve the conflict by mediation / mediation, - organize and work in the team, and critically judge the opinions and attitudes of the team's stakeholders, - independently and responsibly search relevant literature for solutions and conclusions. 		
2.4. Expected learning outcomes on the course level	<p>The students are expected to be able to apply the mediation / mediation technique creatively after the course:</p> <ul style="list-style-type: none"> - independently apply the rules for improved communication and negotiation skills, - will be able to independently conduct the process of mediation with the basic elements of choice and the role of the mediator, - Understand the interest of conflict participants in solving mediation problems, - creatively assist participants in conflicts in planning future interactions. - direct the participants of mediation to solving the possible future conflicts, ie behavior that will reduce or completely reduce future misunderstandings. 		

	PREDAVANJA			SEMINARI / VJEŽBE		
	Week	Hours	Thematic unit	Week	Hours	Thematic unit
2.5. Course content according to detailed curriculum schedule	1	3	Introduction lecture, concept and content of conflict management. Significance of mental health	1	1	Division seminars.
	2	3	The beginning and development of conflicts, causes. Commencing communication - overcoming the conflict.	2	1	Presentation of the seminars.
	3	3	Mediation, third party involvement, choice of mediators, mediator role. Tracking Mediation Participants.	3	1	Presentation of the seminars.
	4	3	Intermediate, evaluate and increase stakeholder interest in solving mediation problems, setting up rules for improved communication.	4	1	Presentation of the seminars.
	5	3	Intermediate, guide participants during joint meetings, help conflict participants in planning future interactions. Process of mediation process.	5	1	Presentation of the seminars.
	6	3	Active listening, perception.	6	1	Presentation of the seminars.
	7	3	Leadership of negotiating skills, understanding of others, conversation skills.	7	1	Presentation of the seminars.
	8	3	Requirement for clarity, patience, maintaining integrity.	8	1	Presentation of the seminars.
	9	3	Avoiding Presumptions and Evil, Assessing Others. Differentiation of facts and estimates.	9	1	Presentation of the seminars.
	10	3	Control emotions, recognize errors and dispensation.	10	1	Presentation of the seminars.
	11	3	Understanding the time frame, a division of the larger issues in less. Organizing time.	11	1	Presentation of the seminars.
	12	3	Separating problems from self-awareness, avoiding threats, and manipulating tactics.	12	1	Presentation of the seminars.

	13	3	Effective use of humor. Can we learn humor?	13	1	Presentation of the seminars.
	14	3	Focusing on a problem rather than solving, defining interest-based solutions, rejection of poor solutions. Making decisions.	14	1	Presentation of the seminars.
	15	3	Sensitivity to cultural barriers (common features of all people, cultural and ideological differences). Difference as a rule.	15	1	Presentation of the seminars.
2.6. Teaching methods	x lectures x seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other	2.7. Comments: Exercises are performed in groups with supervision and control of teachers. During the exercises, it is encouraged to learn how to solve and resolve different conflict situations by applying conflict resolution techniques, case studies, and self assessment of personal dimensions of personality and performance.		
	2.8. Students` obligations					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	3	Project	/
	Experimental work	/	Research	/	Practical work	/
	Essay	/	Report	/	Continuous examination	/
	Colloquium	/	Seminar paper	2	Other	/
	Class activity	/	Oral exam	/	Other	/
2.10. Grading and evaluating students` work during classes and on the exam	1. Regular attendance of classes. Regular students attending a minimum of 70% of the tuition and auxiliary students with a minimum of 30% of tuition during the semester. 2. Positively evaluated seminar papers (based on literature in Croatian and English). 3. Presentations of seminar papers from the chosen topic with a positive evaluation. The acquired knowledge is checked during the course of part of the content of the course that is conducted by participating in the exercises (problematic tasks) and by taking two seminars. The condition for entering the exam is the signature after the established					

	presence in the lectures and defense of the seminar papers. The final grade of the student's knowledge is formed as a common evaluation of attendance in lectures, seminar papers and written part of the exam.		
2.11. Compulsory literature (available in the library and via other media)	Title	Number of copies in the library	Availability via other media
	1. Billikopf, G. (2014). Party-Directed Mediation – Facilitating Dialogue Between Individuals (3rd Edition), University of California Agricultural and Natural resources. Dostupno na https://ia600307.us.archive.org/9/items/PartyDirMediation_201404/PartyDirMediation.pdf 2. Lazarus, R. S., Folkman, S. (2004). Stres, procjena i suočavanje, Pojam suočavanja, str. 121-144; Proces suočavanja: Alternativa tradicionalnim formulacijama, str. 145-184. Jastrebarsko: Naklada Slap. 3. Lugović, G. (2011). Menadžment konflikata, nastavni materijal. Šibenik: Veleučilište u Šibeniku. Dostupno na E-learning mrežnoj stranici Veleučilišta u Šibeniku.	2 2 3	
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Billikopf-Encina, G. (2002). Contributions of caucusing and pre-caucusing to mediation. Group Facilitation: A Research and Applications Journal, 4, 3-11. Dostupno na http://www.cnr.berkeley.edu/ucce50/ag-labor/research/res04.htm . 2. Kure, N., Winslade, J. (2010). A Narrative Approach to Working with an Organization in Conflict, Journal of Conflictology, 1, 1. Dostupno na http://journal-of-conflictology.uoc.edu . 3. Linden, J. (2003). Mediation Styles: The Purists vs. The „Toolkit“. Mediate. Com website article. www.mediate.com/articles/linden4.cfm .	3	x
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	Quality control of students' work and acquiring the necessary knowledge and skills will be ensured: - interactive work on lectures, - conducting records on attendance and student activities in lectures, - information obtained on the basis of the results of the examinations needed to increase the efficiency of the work and - by referring students to rights, obligations, methods of work and the necessary literature. Quality Assurance System Indicators: Student Surveys, CES data on the student's annual employment status, Employer Surveys and Alumni Association.		

5. GENERAL INFORMATION			
1.1. Course lecturer	Jelena Šišara, univ.spec.oec. senior lecturer	1.7. Credit score (ECTS)	6
1.2. Course title	Market research	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	30L+30S
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st Level, lecturing materials are available on-line, 0%

1.4. Study programme (specialist, undergraduate, graduate)	Specialist graduate	5.10. Number of course revisions	1
1.5. Course status (obligatory, optional)	optional	5.11. Modernization	Yes
1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	<ol style="list-style-type: none"> 1. Understand the importance and necessity of market research in business decision-making process. 2. Acquire basic knowledge of market research methods and techniques. 3. Understand the market research process. 4. Create Data Collection Instruments. 5. Apply learned skills to a concrete research project. 		
2.2. Terms of course entry and required competences	<p>No conditions. Course is in correlation with the same courses in all Polytechnics and Universities in Croatia.</p>		
2.3. Learning outcomes on the study programme level	<ol style="list-style-type: none"> 6. To organize and lead team work, and critically judge the opinions and attitudes of team members 7. To individually and responsibly search relevant literature for reaching solutions and conclusions, 8. To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals 9. To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business 10. To select a research method, conduct market research and interpret the results of the research carried out 		
2.4. Expected learning outcomes on the course level	<ol style="list-style-type: none"> 1. To explain and to comment basic terms related to market research. 2. To define the objective, problem and hypothesis of research, to choose the types and sources of data, and then to develop a research problem. 3. To recommend appropriate market research methods and, on that basis in order to solve specific research problems, to construct a suitable data collection tool. 5. To research a market in order: to solve a concrete research problem, to interpret the results, and to propose a solution. 6. To present the results of the research. 		
2.5. Course content according to detailed curriculum schedule	<p>Lectures (2 hours): introduction lectures, introduction to market research: term and definition of market research; role and significance of market research in business research; scientific method and ethics in market research; organizers and beneficiaries on market research; process and market research project; types of market research; primary and secondary data, samples and sampling; analysis and data interpretation; i. colloquium; application of market research, research for the needs of market segmentation and product development; research for the purposes of advertising and sales; research for the purpose of determining price and satisfaction; research of brands value; application of research in the main areas of tourism; ii. colloquium; presentation of the research project; closing remarks and signatures.</p> <p>Seminars (2 hours): Introduction to Seminars and Project Tasks, Analysis of case studies by topic of lectures, preparation of project assignment, presentation of project papers.</p>		

2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching	<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other: case study	2.7. Comments:			
2.8. Students` obligations	<p>- For part-time students: written and positively evaluated practical work and report, minimum of 50% attendance.</p> <p>- For regular students: minimum 70% attendance, continuous assignment of teaching assignments, positively evaluated Practical Work.</p> <p>In addition, the obligation of each student is to be regularly informed about the course. It is desirable to ask other students and/or lecturer about the course. All information about the maintenance or eventual postponement of the course will be published on the e-learning page of the course, where all the information about the course as well as all the necessary materials are present.</p>					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	2	Project	
	Experimental work		Research		Practical work	2
	Essay		Report	2 (only when student is not able to fully attend classes)	Continuous examination	1
	Colloquium	2 (the colloquium replace written and oral exam)	Seminar paper		Other	
	Class activity		Oral exam		Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>All students can choose between two exam options, which are explained below.</p> <p>Option A. Passing the exam through the colloquium In order to achieve the right of passing the exam through the colloquium, students are expected to actively participate in the lecture classes (case studies, exercises and short assignments).</p> <p>Option B. Regular exam (written and oral exam) If students do not choose to be actively engaged in teaching classes, or fail to pass the colloquium, then they have to go on a regular exam. The requirement for a regular exam:</p> <p>- For part-time students: written and positively evaluated practical work and report, minimum of 50% attendance.</p> <p>- For regular students: minimum 70% attendance, continuous assignment of teaching assignments, positive evaluation of Practical Work.</p>					

	Title	Number of copies in the library	Availability via other media
2.11. Compulsory literature (available in the library and via other media)	Marušić, M., Vranešević, T.: Istraživanje tržišta, 5. izdanje, ADECO, Zagreb 2001.	1	
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Meler, M.: Istraživanje tržišta, Ekonomski fakultet u Osijeku, Osijek 2005. Marušić, M., Prebežac, D.: Istraživanje turističkih tržišta, Adeco, Zagreb, 2004.	1 1	
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>Control of students' quality and acquiring the necessary knowledge and skills will be ensured:</p> <ul style="list-style-type: none"> - through interactive work on teaching classes, - conducting records on the attendance and activities of students in teaching classes, - based on the results of the students on the colloquium and the exams, information will be provided for further instruction to students in order to increase the efficiency of their work. - The students will be referred to their rights, obligations, methods of teaching and the necessary literature. <p>Quality assurance system indicators: Student Survey, monitoring of annual data from the HZZZ about the annual employment status of students, Employers and Alumni association Survey.</p>		

1. GENERAL INFORMATION			
1.1. Course lecturer	mr. Alenka Poljičak, dipl.oec.	1.7. Credit score (ECTS)	6
1.2. Course title	Public procurement	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	30P+30V
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	
1.4. Study programme (specialist, undergraduate, graduate)	Specijalistički diplomski stručni studij Menadžment	1.10. Number of course revisions	1.
1.5. Course status (obligatory, optional)	I	1.11. Modernization	Yes – new literature

1.6. Year of study	1.	1.12. Percentage estimate of course changes and/or supplements	Manje od 20% Više od 20 %	<input type="checkbox"/> <input checked="" type="checkbox"/>
2. COURSE DESCRIPTION				
2.1. Course objectives	<p>The aim of the course is to familiarize students with the public procurement system, its basic concepts and procedures, also basic knowledge and skills for conducting public procurement procedures. There are some case that will help students with:</p> <ul style="list-style-type: none"> • to acquire practical knowledge on the compilation of documents in the public procurement system; • for procedural procedures that follow public procurement. 			
2.2. Terms of course entry and required competences	terms required for enrollment in 2nd semester			
2.3. Learning outcomes on the study programme level	Students will acquire the knowledge and skills that will enable them to participate in the public procurement			
2.4. Expected learning outcomes on the course level	<p>After passing the course the students will:</p> <ul style="list-style-type: none"> • know how to define the key concepts related to public procurement • recognize the basic stages in public procurement • analyze the Electronic Public Procurement Advertisement and understand the disclosures contained therein • Understand the importance of public procurement system; • know how to draw up a procurement plan for public authorities; • distinguish different public procurement procedures; 			
2.5. Course content according to detailed curriculum schedule	1) Introduction to the Public Procurement System, 2) General Procurement Law, 3) Public Procurement Obligations, 4) Public Procurement Procedures, 6) Open Public Procurement Procedures, 7) Limited and Negotiating Procedures, 8) E-Procurement , 9) Tender Documents, 10) Conditions and Evidence of Bidder Competencies in the Public Procurement System, 11) Public Procurement Postings, 12) Bids, Opening, Review and Evaluation of Bids, 13) Decision Making Process and Legal Protection, 14) Appeal Procedure 15) Public Private Partnerships and Concessions, 17) Public Procurement Contracts and Contract Execution.			
2.6. Teaching methods	x predavanja <input type="checkbox"/> seminari i radionice x vježbe <input type="checkbox"/> obrazovanje na daljinu <input type="checkbox"/> mješovito e-učenje <input type="checkbox"/> terenska nastava	<input type="checkbox"/> samostalni zadaci <input type="checkbox"/> multimedija i mreža <input type="checkbox"/> laboratorij <input type="checkbox"/> mentorski rad <input type="checkbox"/> (ost.upisati)	2.7. Comments:	
2.8. Students` obligations	Teaching takes place in the second semester (summer semester) in the form of lectures (30 hours) and exercises (30 hours). Students are required to attend classes of at least 70% of lectures and 50% of exercises.			

2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	3	Project	
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	
	Colloquium	3	Seminar paper		Other	
	Class activity	2	Oral exam	3	Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>During the classroom students work in the exercise team. Students have the right to go to two colloquia in which they must both attend achieve at least 51% points so that they can access the verbal part of the exam.</p> <p>Students who failed to pass one colloquium of two, have the right to go to the correctional colloquium. If the students do not have a colloquia they have the possibility to have a written exam, where they must achieve a minimum of 51% points in order to have the right to go to the oral exam. An oral assessment is formed on the oral exam in accordance with the given score limits.</p>					
2.11. Compulsory literature (available in the library and via other media) 2.12. Additional literature (at the moment of changes and/or amended of study programme) 1.1. Course lecturer 1.2. Course title 1.3. Assistants and/or associates	Title				Number of copies in the library	Availability via other media
	1. Public procurement Law (NN 20/2016)					x
	2. By-laws: Regulations and Regulations - New Regulations from 2017.					x
	3. Public procurement Guide					e-learning
1.4. Study programme (specialist, undergraduate, graduate)	4. professional articles, business information and business cases - Internet sources, both in Croatian and in English					

1.5. Course status (obligatory, optional)	<p>Keeping records of attendance and student activity in teaching, continuous monitoring of student progress through exercises and colloquia. Students are referred to their rights and obligations as well as the methods of work and the required literature.</p> <p>Quality assurance system indicators: student survey, monitoring of annual data from the HZZZ on the annual employment status of the students, the employer's survey and the Alumni association.</p>		
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6. GENERAL INFORMATION			
1.1. Course lecturer	Dijana Mečev	1.7. Credit score (ECTS)	6
1.2. Course title	CROATIAN ECONOMY	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45L + 15S
1.3. Assistants and/or associates	-	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st level – materials available On-line, 0%
1.4. Study programme (specialist, undergraduate, graduate)	Graduate Study Programme Management	6.10. Number of course revisions	
1.5. Course status (obligatory, optional)	Optional (O)	6.11.Modernization	
1.6. Year of study	I	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	Training students for understanding basic concepts, principles and phenomena in the country's economic system; critical analysis and understanding of the dynamic development processes and performance of the Croatian economy and the application of the acquired basic knowledge and skills in further professional development.		
2.2. Terms of course entry and required competences	No conditions.		
2.3. Learning outcomes on the study programme level	To organize and lead team work, and critically judge the opinions and attitudes of team members. To individually and responsibly search relevant literature for reaching solutions and conclusions in Croatian and foreign languages. To interpret the importance of financial markets for the entire economy, the role and importance of financial intermediaries, and to argue the outcomes and consequences of acting asymmetric information on financial market participants and business entities.		

	To analyze and compare indicators of economic development of the Republic of Croatia, critically reflect upon contemporary trends of the Republic of Croatia, and propose solutions to stimulate economic prosperity.					
2.4. Expected learning outcomes on the course level	<p>To describe the factors affecting the size and the rate of natural and mechanical movement of the population; to analyze the age, economic and educational structure of the population and the impact of different forms of population policy at state level.</p> <p>To describe the preconditions of tourism development, analyze the roles and constraints of tourism in the economic development of the state and argue the possibilities for further development of Croatian tourism.</p> <p>To define the term, tasks and participants of the financial market, describe the process of institutionalization of the Croatian financial market and capital market development.</p> <p>To compare different models of national economic development, define the concept of region and regional problems, and analyze the impact of regional policy of the state.</p> <p>To assess the consequences of economic policy and activities of individual economic entities in the context of the national economy.</p>					
2.5. Course content according to detailed curriculum schedule	<p>LECTURES: Introduction to the course (1 hour); Population and economic development (5 hours); Croatian labor market (3 hours); Croatian pension system (3 hour); Poverty (3 hours); Social security and care systems (3 hours); <i>Health care and education system</i> in Croatia (3 hours); Main features of the international exchange of Croatia (3 hours); Fiscal policy of Croatia and the budget (6 hours); Monetary policy (6 hours); Regional development (3 hours); Tourism (3 hours); Commerce (3 hours)</p> <p>SEMINARS: Population and economic development (2 hours); Croatian labor market (2 hours); Croatian pension system (2 hours); Poverty (1 hour); Social security and care systems (1 hour); <i>Health care system</i> (1 hour); <i>Education system</i> (1 hour); Fiscal policy of Croatia and the budget (1 hour); Monetary policy (1 hour); Regional development (1 hour); Tourism (1 hour); Commerce (1 hour).</p>					
2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:	
2.8. Students` obligations	The attendance requirement for regular students is 70%, for part-time students 50%. It is recommended that students participate actively in classes, which includes participation in discussions, solving case studies, creating a practical assignment etc. In addition, the obligation of each student is to be regularly informed about the course. All information about the courses or possible postponement of the course will be published on the e-learning page of the course, where all the information on the course as well as all the necessary materials are available.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1,5	Written exam	3*	Project	
	Experimental work		Research	1	Practical work	
	Essay	1	Report		Continuous examination	
	Colloquium		Seminar paper	1	Problem tasks	1

	Class activity	0,5	Oral exam		Other	
2.10. Grading and evaluating students` work during classes and on the exam	During the course, students write assignments and essays, and carry out a research on a particular issue according to the given instructions. The final grade is based on the results achieved by writing essays, by participating in research and solving problem tasks (*which replaces written exam) and making and presenting the seminar work, or by writing a written exam and by successfully drafting and defending the seminar work.					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Mečev, D. (2015) Nacionalna ekonomija Hrvatske. Veleučilište u Šibeniku, Šibenik. Čavrak et al. (2011) Gospodarstvo Hrvatske, Politička kultura, Zagreb.				5	Available on line
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Teaching materials.					
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.					

3. SEMESTAR

1. GENERAL INFORMATION			
1.1. Course lecturer	Želimir Mikulić	1.7. Credit score (ECTS)	6
1.2. Course title	Business Simulations	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45 L + 30 PE
1.3. Assistants and/or associates	-	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st level – learning materials are available online, 10% interactive tools and video lectures
1.4. Study programme (specialist, undergraduate, graduate)	Specialist	1.10. Number of course revisions	
1.5. Course status (obligatory, optional)	Obligatory	1.11. Modernization	x
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	The course is designed to introduce students with simulation modeling and its application in analyzing and shaping business processes. Simulation modeling allows the creation of dynamic business processes modeling, perform simulation experiments with the model and evaluate the performance of business processes.		
2.2. Terms of course entry and required competences	Completed Statistics and Quantitative methods for business decision-making Collegium		
2.3. Learning outcomes on the study programme level	<p>To individually and responsibly search relevant literature for reaching solutions and conclusions.</p> <p>Use probabilistic models for various discrete and continuous stochastic phenomena, to estimate population parameters, set up a statistical hypothesis test and implement these basic statistical analysis with the support of computer tools.</p> <p>Implement and evaluate the qualitative and quantitative methods for business decision-making in solving economic and managerial problems using software support.</p> <p>Interpret the process and modeling principle, choose discrete simulation from input data, and create and apply a simulation model using Sigma and Arena software packages, and tools such as Excell and ExpertFit.</p> <p>Identify various problems and risks in modern management and management and propose adequate solutions for identified problems and risk management mechanisms based on the analysis of the state of the company.</p>		

2.4. Expected learning outcomes on the course level	<p>Students can compare and classify simulation systems in Monte Carlo, discrete, continuous and mixed. Students will design a discrete simulation model of a given process or system and analyze its limitations. For the collected input data using a custom tool (ExpertFit and Excel), choose an appropriate distribution. When running managed systems, they will identify system states and variables and events and examine the model in Sigma Programming Tool. They will be able to build a diagram of the system / process in the programming tool Arena and recommend parameters for performing simulations and present outputs. In the program tool Excel, for the purpose of behavioral analysis, will design simulation financial models with Monte Carlo simulations. Using output graphs (Excel) and animation (Arena) will be able to present output results. Analyze output outcomes, identify patterns, predict risks, and suggest optimum choice of parameters / decisions to manage business systems. By designing and implementing simulation models, it will be able to review existing solutions, evaluate proposed alternatives, and propose solutions.</p>					
2.5. Course content according to detailed curriculum schedule	LECTURES			EXERCISES/LABS		
	Week	Hour	Theme	Week	Hour	Theme
	1	3	Introduction lecture, the basic idea of simulation. Construction of simulation models.	1	2	
	2	3	Construction of simulation models. Types of simulation.	2	2	Introduction
	3	3	Discrete and continuous simulations	3	2	Case study: Production Management
	4	3	Strategy of performing simulation models on a computer	4	2	Probability
	5	3	Conceptual simulation models, system event graphs	5	2	Random variables and their generation
	6	3	Sigma simulation software	6	2	Input data analysis: estimation of distribution parameters
	7	3	Modeling of simple system graphs of events	7	2	Use SIGMA to perform simulations on the event graph model
	8	3	Basic elements of probability and statistics, generation and analysis of input data samples	8	2	Use SIGMA to perform simulations on the event graph model
	9	3	Modeling of complex systems graph events. Specialized simulation packages.	9	2	Presentation of business simulation team reports
	10	3	Arena simulation software. Using animations.	10	2	ARENA simulation software
	11	3	Modeling of complex systems in the Arena	11	2	ARENA simulation software
12	3	Ability to use the MS Excel program package to perform simulations.	12	2	Simulations in Excel	

	13	3	Ability to use the MS Excel program package to perform simulations.	13	2	Scenario, What-if Analysis, Monte Carlo simulations, Risk Analysis in Excel
	14	3	Planning of performing and analyzing the output of simulation experiments.	14	2	Presentation of business simulation team reports
	15	3	System dynamics.	15	2	Presentation of business simulation team reports
2.6. Teaching methods	x lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		x independent tasks <input type="checkbox"/> multimedia and network x laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:	
2.8. Students` obligations	Minimal attendance for full-time students is 70% of all lectures and exercises. Students who do not satisfy minimal attendance condition will not be allowed to the exam. Part time students can supplement attendance with regular consultations with lecturer on the be-weekly basis. It is strongly recommended that students take active part during lectures (in discussions, readings, rising questions, problem solving etc.) Part time students who will not be able to attend lectures regularly should contact lecturer in advance during consultation hours or via e-mail (zelimir.mikulic@vus.hr). It is duty of a student to inform itself about lectures on the daily basis. Notifications about possible changes will be sent to students via e-mail and posted on the web page of course e-learning site, together with all information about course, learning materials, assignments etc.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1,5	Written exam		Project	2
	Experimental work		Research	0,5	Practical work	1,5
	Essay		Report		Continuous examination	
	Colloquium		Seminar paper	0,4	Other	
	Class activity		Oral exam	0,1	Other	
2.10. Grading and evaluating students` work during classes and on the exam	Students' activity in lectures are monitored, students team up a seminar (case study) that they represent and defend. In addition, three simulation projects are made. Projects are performed in the Excel program package using Palisade Decision Tools packages and educational versions of Sigma and Arena software packages. Students are performing and presenting the projects with their team, and individually defending them on the oral exam. Additionally, an oral exam tests the knowledge of using the MS Excel to create and analyze simulation studies.					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	LAW, Averill M., Simulation Modeling and Analysis, 4th ad., McGraw Hill, 2007				1	Yes

	VERSCHUUREN, Gerard, Excel Simulations, Holy Macro, 2014	1	Yes
	ČERIĆ, Vlatko, Simulacijsko modeliranje, Školska knjiga, Zagreb 1993.	5	No
	KELTON, D.W., SADOWSKY R.P., SADOWSKY, D., Simulation with Arena, 2nd McGraw Hill 2003	1	Yes
2.12. Additional literature (at the moment of changes and/or amended of study programme)	LAGUNA, M., MARKLUND, J., Business Process Modelling, Simulation and Design, Prentice Hall, 2004. ROSS, Sheldon m., Simulation, 4th ed., Elsevier, 2006	1 1	No No
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and home work, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

7. GENERAL INFORMATION			
1.1. Course lecturer	MA Gina Lugović, s. lecturer	1.7. Credit score (ECTS)	6
1.2. Course title	METHODS OF SCIENTIFIC RESEARCH	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45 L + 15 S
1.3. Assistants and/or associates	/	1.9. Level of e-learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st , materials available online, 0% of course online.
1.4. Study programme (specialist, undergraduate, graduate)	Professional graduate study of Management	7.10. Number of course revisions	1
1.5. Course status (obligatory, optional)	Optional	7.11. Modernization	X

1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20%	x		
			More than 20 %	□		
2. COURSE DESCRIPTION						
2.1. Course objectives	<p>To introduce students to</p> <ul style="list-style-type: none"> - types of scientific and professional papers, - research into science, - methods and phases of research work, - data collection methods in the research process, - research instruments, - processing and data analysis, - and by applying acquired knowledge in research processes and writing. 					
2.2. Terms of course entry and required competences	No input competence.					
2.3. Learning outcomes on the study programme level	<p>Approved knowledge and skills for</p> <ul style="list-style-type: none"> - recognition, understanding and application of basic research methods and techniques and writing of work, - Understanding the methodology of research work, <ul style="list-style-type: none"> - recognition of the research phase, - Finding adequate methods of data collection in the research process, - application of acquired knowledge in research processes and research writing. 					
2.4. Expected learning outcomes on the course level	<p>It is expected that students will be able to:</p> <ul style="list-style-type: none"> - define key concepts and processes of scientific research, - Understand the importance of ethical issues and principles in the research process, - apply the basic principles of critical review of the literature, and correctly refer to the literature used, - understand and compare data collection methods during research, - apply and use fundamental research methods and techniques and appropriate instruments in research, - Apply acquired knowledge in writing your own research. 					
2.5. Course content according to detailed curriculum schedule	LECTURES			SEMINARS / EXERCISES 		
	Week	Hours	Thematic unit	Week	Hours	Thematic unit
	1	3	General about science. Defining science. The scientific objective and scientific method.	1	1	Choice of topics of seminar work.
	2	3	Research and research philosophy. Types of research. Research ethics. Basic principles of critical review of literature.	2	1	Presentation and defense of seminar work.
3	3	Quantitative methodology. The basic features of a quantitative approach.	3	1	Presentation and defense of seminar work.	

	4	3	Qualitative methodology. Principles of qualitative research.	4	1	Presentation and defense of seminar work.
	5	3	Selection and definition of research problem. Collecting literature. Development of the theoretical framework. Defining the goals of the research.	5	1	Presentation and defense of seminar work.
	6	3	Defining variables and scale of measurement. Defining a hypothesis.	6	1	Presentation and defense of seminar work.
	7	3	Drawing up a research project. Determination of the sample and types of research.	7	1	Presentation and defense of seminar work.
	8	3	Methods of data collection: desk analysis, content analysis, case study, observation.	8	1	Presentation and defense of seminar work.
	9	3	Methods of data collection: Survey.	9	1	Presentation and defense of seminar work.
	10	3	Methods of data collection: interview, focus group.	10	1	Presentation and defense of seminar work.
	11	3	Methods of data collection: other research methods.	11	1	Presentation and defense of seminar work.
	12	3	Compilation of research instrument.	12	1	Presentation and defense of seminar work.
	13	3	Processing and analysis of data. Showing results. Discussion and Conclusion.	13	1	Presentation and defense of seminar work.
	14	3	Instructions and tips for making work. Language and style of writing.	14	1	Presentation and defense of seminar work.
	15	3	Types of scientific and professional papers.	15	1	Presentation and defense of seminar work.
2.6. Teaching methods	x lectures x seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		x independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other	2.7. Comments:		
2.8. Students` obligations	Attendance at lectures, submitted seminar papers.					

2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	3	Project	/
	Experimental work	/	Research	/	Practical work	/
	Essay	/	Report	/	Continuous examination	/
	Colloquium	/	Seminar paper	1	Other	/
	Class activity	/	Oral exam	/	Other	/
2.10. Grading and evaluating students' work during classes and on the exam	<p>- Regular attendance. Regular students attending a minimum of 70% of the tuition and auxiliary students with a minimum of 30% of tuition during the semester. - Positively evaluated seminar papers (based on Croatian and English language literature).</p> <p>- Presentation of seminar papers from selected topic (word and ppt) with positive evaluation. Selected topic (title, content, introduction, work, conclusion, literature, minimum 10 pages), references from 2000 to 2014. The acquired knowledge is checked during the course of part of the content of the course that is performed by "case" method, participation in exercises and by taking two seminars. The condition for entering the exam is the signature after the established presence in the lectures and defense of the seminar papers. The final grade of the student's knowledge is formed as a common evaluation of attendance in lectures, seminar papers and written part of the exam.</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	1. Tkalac Verčić, A., Sinčić Ćorić, D., Pološki Vokić, N. (2014.). Priručnik za metodologiju istraživanja u društvenim djelatnostima, Uvodni dio, str. 1-25. Zagreb: M.E.P. d.o.o..				5	/
	2. Zelenika, R. (2000.). Metodologija i tehnologija izrade znanstvenog i stručnog djela (Prvo, drugo, treće, četvrto, peto, šesto i sedmo poglavlje, str. 1-176. Rijeka: Ekonomski fakultet u Rijeci.				1	/
	3. Mejovšek, M. (2008.). Metode znanstvenog istraživanja, I dio, str. 3-195. Jastrebarsko: Naklada Slap.				3	/
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Ivanović, Z. (1990.). Metodologija izrade znanstvenog i stručnog djela. Rijeka: Sveučilište u Rijeci.				2	/
	2. Milas, G. (2009.). Istraživačke metode u psihologiji i drugim društvenim znanostima (Opći dio). Jastrebarsko: Naklada Slap.				3	/
	3. Zelenika, R. (2011.). Znanstvena, znanstveno-stručna i stručna djela (Treće poglavlje). Rijeka: Ekonomski fakultet u Rijeci.				1	/
	4. Kail, R. V. (2015.). Scientific Writing for Psychology. Lessons in Clarity and Style. Sage Publications.				-	pdf
	5. Zelenika, R., Zelenika, S., (2006.). Klasifikacija znanosti u fokusu metodologije i tehnologije znanstvenoga istraživanja, Pomorski zbornik, 44, 1, 11-39.				1	/

2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature.</p> <p>Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.</p>
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8. GENERAL INFORMATION			
1.1. Course lecturer	Frane Urem PhD, prof.	1.7. Credit score (ECTS)	6
1.2. Course title	Software engineering	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45L+15PE
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	
1.4. Study programme (specialist, undergraduate, graduate)	Specialist graduate professional study	8.10. Number of course revisions	1
1.5. Course status (obligatory, optional)	obligatory	8.11. Modernization	YES
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% x More than 20 % □
2. COURSE DESCRIPTION			
2.1. Course objectives	Acquire knowledge from the software development methodology and the economics of software engineering .		
2.2. Terms of course entry and required competences	No		
2.3. Learning outcomes on the study programme level	1. To organize and lead team work, and critically judge the opinions and attitudes of team members ze and guide teamwork, and critically judge the opinions and attitudes of team members 2. To individually and responsibly search relevant literature for reaching solutions and conclusions 3. To apply and valorize qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support		

	4. To assess acceptability of an investment project based on economic-financial analysis made with the help of modern tools and techniques					
2.4. Expected learning outcomes on the course level	<ol style="list-style-type: none"> 1. To be able to analyze the economic fundamentals of software 2. To illustrate the software life cycle based on the available practical examples 3. To apply concepts of risk and uncertainty related to the software project 4. To implement the methods of economic analysis of the software project using the best known practice 5. To link and interpret engineering ("best possible") approach to solving problems 					
2.5. Course content according to detailed curriculum schedule	LECTURES			SEMINARS / PRACTICAL EXERCISES		
	Week	hours	Topic	Week	hours	Topic
	1	2	Fundamentals of Software Engineering	1	1	Creating and submitting content for the software project implementation
	2	2	Fundamentals of Software Engineering	2	1	Cash flow in a software project , time value of money
	3	2	Fundamentals Software Engineering	3	1	Comparison of different software offerings that meet the technical specification,Business decision making regarding software acquisition for a business organization
	4	2	Making technical decisions in profitable business	4	1	Profit Analysis for Software Acquisition or Development , MARR and IRR Computation in a Software Project
	5	2	Making technical decisions in profitable business	5	1	Inflation, loss of software value during use
	6	2	Making technical decisions in nonprofit business	6	1	Cost and benefit analysis of software procurement for a public or non-profit sector
	7	2	Midterm exam	7	1	Midterm exam
	8	2	Estimates, risks and uncertainties in the software project	8	1	Using Risk Assessment Techniques

	9	2	Estimates, risks and uncertainties in the software project	9	1	Using uncertainty assessment techniques
	10	2	Formatting and tuning a database	10	1	Determining functional requirements for software
	11	2	Formatting and tuning a database	11	1	Determining non-functional requirements for software
	12	2	Design of software and user interface	12	1	Deciding on the viability of replacing or upgrading existing software in a business organization
	13	2	System design	13	1	Planning and contracting software maintenance
	14	2	Checking Document Correctness	14	1	Planning and contracting software maintenance
	15	2	Introduction to the implementation and maintenance of IS	15	1	Final exam
2.6. Teaching methods	x lectures <input type="checkbox"/> seminars and workshops x practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		x independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:	
2.8. Students` obligations	<p>For all Full-Time students the attendance at lectures (lectures and seminars) of at least 50%. Part-Time students do not have the obligation to attend classes unless they are not specifically organized. It is recommended that students participate actively in classes, which includes participation in discussions, case studies, project work, etc. The project task must follow the pre-defined content. All papers must be sent on e-mail (frane.urem@vus.hr). Students who are unable to attend classes due to the status of an Part-Time student should consult the professor at the time of consultation or via e-mail (frane.urem@vus.hr). In addition, the obligation of each student is to be regularly informed about the course. It is desirable to ask students or professors about the course. All notices about lecturing will be published on the e-learning course page, where all course information and all necessary materials are provided.</p>					

2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	3	Project	
	Experimental work		Research		Practical work	1
	Essay		Report		Continuous examination	
	Colloquium		Seminar paper		Other	
	Class activity		Oral exam	1	Other	
2.10. Grading and evaluating students' work during classes and on the exam	All students (Full-Time and Part-Time) can choose between two exam options, which are explained below. Option A: Midterm, Final and Oral Exam Option B: Written and Oral Exam					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	1. The reviewed course materials 2. IEEE Software Engineering Body of Knowledge (SWEBOK)					E learning system
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Booch, Grady (1997). Object Oriented Analysis and Design with Applications, Addison-Wesley. ISBN 0-8053-5340-2. 2. Eeles, Peter; Oliver Sims (1998). Building Business Objects. John Wiley & Sons., ISBN 0-471-19176-0.				2	
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.					

9. GENERAL INFORMATION			
1.1. Course lecturer	doc. Ph.D. Dragan Zlatović, prof. v. š. Ph.D. Frane Urem, prof. v. š.	1.7. Credit score (ECTS)	6
1.2. Course title	INTELLECTUAL PROPERTY AND INFORMATION SYSTEMS	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45 I + 15 S
1.3. Assistants and/or associates		1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	
1.4. Study programme (specialist, undergraduate, graduate)	specialist	9.10. Number of course revisions	1
1.5. Course status (obligatory, optional)	optional	9.11. Modernization	+
1.6. Year of study	II	1.12. Percentage estimate of course changes and/or supplements	Less than 20% x More than 20 % □
2. COURSE DESCRIPTION			
2.1. Course objectives	Students are trained for the self-use of industrial property law (Patent Law, Trade Marks Law, Industrial Design Law, Law on Geographical Designation, Law on the Protection of Topography of Semiconductor Products, Obligatory Relationship Act - provisions regulating the contract about a license). Students gain knowledge about the protection and disposal of industrial property rights. Further, students are trained to be able to independently present and explain the underlying criteria for distinguishing copyright and related rights, defining basic copyright institutions, describing and explaining the course of the copyright protection process. Students are trained to assess the violation of intellectual property rights in the contemporary intellectual capital of entrepreneurs and to link these rights to modalities and the advertising and marketing strategy. Students are trained to select the optimal model of software licensing in a business organization and realize the importance of ethical behavior in the use of information systems.		
2.2. Terms of course entry and required competences	Terms of entry for the second year of study.		
2.3. Learning outcomes on the study programme level	To organize and lead team work, and critically judge the opinions and attitudes of team members To individually and responsibly search relevant literature for reaching solutions and conclusions, To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business To valorize and apply basic legal institutions in business environment		

2.4. Expected learning outcomes on the course level	<ol style="list-style-type: none"> 1. Interpret and analyze the intellectual property right, and the relationship with other branches of law. 2. Categorize individual forms of industrial property (patent, trademark, industrial design, geographic origin, topography, trade name, unfair competition, know-how) and distinguish author's works by type and copyright and related rights 3. Use different databases on legal sources, jurisprudence and relevant legal literature when preparing a decision on various legal issues. 4. Composition of submissions in industrial property rights protection procedures and drafting of individual contracts on the use of industrial property rights and copyrights and related rights, in particular contracts applicable to the information society 5. Identify basic forms of computer piracy 6. Define the terms of the electronic signature and the certificate 7. Synthesize and showcase practical licensing software issues 		
2.5. Course content according to detailed curriculum schedule	<ol style="list-style-type: none"> 1. Introduction to Intellectual Property Rights (concept, development, legal sources) 2. Industrial property rights - signs of distinction (trademark, industrial design) 3. Industrial property rights - signs of distinction (trade name, geographic origin, semiconductor product topography, unfair competition) 4. Industrial property rights - patent law 5. Industrial property rights - trade secrets and know-how 6. Industrial Property Rights - merchandising, sponsorship, GDPR 7. Copyright and Related Rights - copyright, content, restrictions, collective and individual protection, copyright contracts 8. Assignment and Protection of Intellectual Property Rights - licenses, franchises, cases, civil and criminal protection 9. Licensing Software 10. Trademarks and patent rights for software products 11. Copyright for software products 12. Software piracy 13. Code of professional ethics and the rules in using licensed software 		
2.6. Teaching methods	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> lectures <input checked="" type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input checked="" type="checkbox"/> mixed e-learning <input checked="" type="checkbox"/> field teaching 	<ul style="list-style-type: none"> <input type="checkbox"/> independent tasks <input checked="" type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input checked="" type="checkbox"/> mentoring <input type="checkbox"/> other 	2.7. Comments:
2.8. Students` obligations	<p>Lectures are performed using a combined method - ex cathedra / case. The theoretical curriculum is presented using computer presentations and handouts while the practical content segment is presented through an analysis of typical cases, protection procedures and court verdicts. Students get acquainted with the drafting of basic submissions in the registration process and the protection of industrial property rights and the drafting of the contract on the use of intellectual property rights. Students are required to attend classes. A regular student who is absent from more than 30% of the tuition fees determined by the study program will be denied the signature or will be unable to attend the exam. In addition to the lectures, exercises are conducted to analyze independently and teamly the judicial, administrative and other practices in this field, including the case of european courts.</p>		

2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1,5	Written exam	2,5 (without colloquiums)	Project	
	Experimental work		Research		Practical work	0,5
	Essay		Report		Continuous examination	0,5
	Colloquium	2,5 (without written exam)	Seminar paper	0,7	Other	
	Class activity	0,3	Oral exam		Other	
2.10. Grading and evaluating students' work during classes and on the exam	<p>All students are required to make practical work, using compulsory legal literature and legal sources, with the autonomy in using other sources, jurisprudence and comments. Students are obliged to present a concrete court decision through an analysis of factual dreams and the solvency of the solution, and to compose an independent agreement on the disposal of intellectual property rights. Student exposure is a form of knowledge checking that primarily verifies learning outcomes.</p> <p>During the course of the course, students can write two colloquia for the purpose of checking the knowledge of the part of the material to which the colloquy relates. Students who place both colloquia with a minimum grade are eligible to enroll in the assessment obtained on the basis of the results of the colloquium and seminar work without the need for examinations. They are obliged to apply for the exam in the regular exam period. Students who fail to complete the course through a colloquium will have a final exam in which they must achieve a minimum of 50% + 1 point on a written exam. Only students with 50% points on a written exam are invited to pass the exam, ie those who want a higher grade than those earned on a written exam.</p> <p>The final evaluation of student work is checked on a written exam. The written exam consists of a review of basic theories and institutes of labor and social law, the reproduction of theoretical explanations and the standpoint of judicial practice on individual institutes of labor and social law, comparison of different systems of labor relations and social security and their respective legal institutes, demonstration of the ability to apply relevant sources of law to resolve certain less complex legal issues and problems and to evaluate certain legal solutions with regard to their legal foundation.</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Jozo Ćizmić, Marija Boban, Dragan Zlatović, Nove tehnologije, intelektualno vlasništvo i informacijska sigurnost, Pravni fakultet u Splitu (2016)					
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Dragan Zlatović, Upravljanje intelektualnim vlasništvom i marketing, Libertin naklada, Rijeka (2018)					
	Dragan Zlatović, Pravo intelektualnog vlasništva u suvremenom digitalnom okruženju, CMS Zagreb (2011)					

	Dragičević, D., Pravna informatika i pravo informacijskih tehnologija, narodne novine, Zagreb, 2015.		
	Boyle, J., Jenkins, J., Intellectual Property. Law & The Information Society – Cases & Materials, CreateSpace Independent Publishing Platform, 2014.		
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature.</p> <p>Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.</p>		

10. GENERAL INFORMATION			
1.1. Course lecturer	Ph.D. Domagoja Buljan Barbača Tenured College Professor	1.7. Credit score (ECTS)	6
1.2. Course title	Management of EU projects	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	30L+30PE
1.3. Assistants and/or associates	N/A	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	
1.4. Study programme (specialist, undergraduate, graduate)	specialist	10.10. Number of course revisions	
1.5. Course status (obligatory, optional)	optional	10.11. Modernization	
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	To enable students to participate in the preparation and implementation of projects funded by EU funds. The key goal is to equip students with the basic knowledge and skills necessary for successful access and project management of projects financed by EU financial instruments.		
2.2. Terms of course entry and required competences	conditions required for second year entry.		
2.3. Learning outcomes on the study programme level	1. Organize and lead team work, and critically judge the opinions and attitudes of team members		

	<p>2. Individually and responsibly search relevant literature for solutions and conclusions,</p> <p>3. Analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business</p> <p>4. Select the research method, conduct market research and interpret the results of the research</p> <p>5. Identify the possibility of financing projects from European Union funds and programs and actively participate in tendering and project design</p> <p>6. Identify various problems, risks and risky situations in modern management and management and propose adequate solutions for identified problems and risk management mechanisms based on the analysis of the state of the company</p>	
2.4. Expected learning outcomes on the course level	<p>After successfully complying course requirements, students will be able to:</p> <ul style="list-style-type: none"> • define core concepts in the area of legislation, organization, institutions and functioning of the EU, • identify the possibilities of using funds from EU funds and potential entities that may be beneficiaries, • make a project summary and project proposal using all the tools necessary for this type of design, • develop a project idea consistent with the criteria of published tenders, • create a detailed budget for the project, • understand and apply the evaluation criteria, • create a project budget, • complete the project application, produce the requested financial and narrative reports prescribed during and after the implementation of the project. 	
2.5. Course content according to detailed curriculum schedule	<p>Introduction to the European Union. EU bodies: European Parliament, European Council, Council of the European Union, European Commission. Use of funds: EU strategies and policies for the period 2014-2020. European Structural and Investment Funds. Programs of the Union. Institutional Framework for the Implementation of EU Funds in the Republic of Croatia. EU programs available to the Republic of Croatia. Project cycle management. Differentiation of program and project. Defining the basic features of the project. Elements and flow of the project cycle. Logical Matrix Access (PLM). Creation and use in EU projects. Defining PLM. The main steps of PLM. Information contained in logical matrix - LM structure. PLM - elaboration of the phase of analysis and planning phase. Stakeholder analysis: target groups, clients, partners, associates. Problem analysis: Creating a problem tree. Goal Analysis: Creating a Target Tree. Analysis and strategy selection. Fill logical matrix. An example of good practice. Preparation of project budget. The most common category of costs. The most common bugs in budgeting. Planning and monitoring of the project. Determining project activities. Manage activities, resources and costs. Fill out the project application. An example of a successful project log. Evaluation of project application. Steps in Evaluation. Making a decision on accepting a financing project. Implementation of the project. Role of stakeholders in implementation. Project team. Contract Implementation Obligations. Public procurement on projects. Audit trail in the implementation of EU projects. Project monitoring in the budget system. Reporting and implementation of monitoring. Final overview of the main steps necessary for successful drafting and implementation of EU projects</p>	
2.6. Teaching methods	<p>x lectures</p> <p><input type="checkbox"/> seminars and workshops</p> <p>x practical exercises</p> <p><input type="checkbox"/> distance education</p> <p><input type="checkbox"/> mixed e-learning</p>	<p><input type="checkbox"/> independent tasks</p> <p><input type="checkbox"/> multimedia and network</p> <p><input type="checkbox"/> laboratory</p> <p><input type="checkbox"/> mentoring</p> <p><input type="checkbox"/> other</p>
		2.7. Comments:

	<input type="checkbox"/> field teaching					
2.8. Students` obligations	Teaching process of this course takes place in the third semester (winter semester) in the form of lectures (30 hours) and exercises (30 hours). Students are required to attend classes of at least 50% of lectures and exercises which is a requirement for a signature.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	(4) if not successfully finished true colloquiums	Project	1
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	
	Colloquium	4	Seminar paper		Other	
	Class activity		Oral exam		Other	
2.10. Grading and evaluating students` work during classes and on the exam	True practical exercises students develop key project elements. Written exams can be taken in colloquia or separately accessed by a written exam. The exam ends with an oral exam.					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Upravljanje EU projektima (2014.), Zagreb, TIM4PIN d.o.o.				5	
2.12. Additional literature (at the moment of changes and/or amended of study programme)	Tufekčić, M., Tufekčić, Ž., (2013.) EU politike i fondovi: 2014.-2020., Zagreb, Plavi partner.				5	

2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature.</p> <p>Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.</p>
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11. GENERAL INFORMATION			
1.1. Course lecturer	Divna Goleš	1.7. Credit score (ECTS)	6
1.2. Course title	COST-BENEFIT ANALYSIS	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	45L+15P
1.3. Assistants and/or associates	Jelena Žaja	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1. level – materials available On-line, 0%
1.4. Study programme (specialist, undergraduate, graduate)	Graduate	11.10. Number of course revisions	
1.5. Course status (obligatory, optional)	Optional	11.11. Modernization	
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	Acquire basic theoretical and practical knowledge of cost-benefit analysis as a tool for assessing the acceptability of investment projects. Prepare students for assessing the financial sustainability of an investment project as well as evaluating its overall social impact.		
2.2. Terms of course entry and required competences	No conditions.		
2.3. Learning outcomes on the study programme level	To organize and guide teamwork, and critically judge the opinions and attitudes of team members. To individually and responsibly search relevant literature for reaching solutions and conclusions. To analyze and compare indicators of economic development of the Republic of Croatia.		

	To identify the possibility of financing projects from European Union funds and programs.					
	To assess acceptability of an investment project based on economic-financial analysis made with the help of modern tools and techniques.					
2.4. Expected learning outcomes on the course level	<p>Differentiate and connect seven basic components of cost-benefit analysis (components: description of the context, definition of objectives, project identification, demand and options analysis, financial analysis, economic analysis, risk assessment).</p> <p>Evaluate the constraints in carrying out cost-benefit analysis, and suggest when the method of cost-benefit analysis is to be used purposefully.</p> <p>Identify and evaluate the financial and socio-economic costs and benefits of the investment project.</p> <p>Calculate and interpret project's financial and economic performance indicators.</p> <p>Based on the results of cost-benefit analysis, make a conclusion on the acceptability of the investment project.</p> <p>Present practical work.</p>					
2.5. Course content according to detailed curriculum schedule	LECTURE			PRACTICAL EXERCISE		
	Week	Hours	Thematic unit	Week	Hours	Thematic unit
	1	3	Introduction to the course, the way of work and getting acquainted with the lecture plan. Introduction to cost benefit analysis. Basic terms.	1	1	Introduction to practical exercise; Distribution of presentation topics, instructions for presentation.
	2	3	Development and application of cost benefit analysis. Types of CBA.	2	1	Cost-benefit analysis in the context of EU funds.
	3	3	Formal concepts of cost benefit analysis. Components of analysis.	3	1	Basic principles in cost-benefit analysis.
	4	3	Environment analysis, definition of goals and project identification.	4	1	Case study processing.
	5	3	Project feasibility analysis - demand analysis and analysis of options.	5	1	Case study processing.
	6	3	Environmental impact assessment.	6	1	Repetition for colloquium.
	7	3	1. colloquium	7	1	Case study processing.
	8	3	Financial analysis of costs and benefits. Defining and estimating costs and benefits. Sources of financing.	8	1	Calculation of financial analysis indicators.
	9	3	Financial Profitability and sustainability of the project.	9	1	Calculation of financial analysis indicators.
	10	3	Introduction to economic analysis.	10	1	Estimation of Conversion Factors (CF), Social Discount Rate (SDR). Indicators of economic analysis (ENPV, ERR, B/C ratio).
11	3	Economic analysis.	11	1	Economic analysis - selected examples.	

	12	3	Risk assessment; Sensitivity analysis.	12	1	Case study processing.
	13	3	Other tools of analysis. Cost benefit analysis in Public Private Partnership (PPP).	13	1	Repetition for colloquium.
	14	3	2. colloquium.	14	1	Presentation of seminar papers.
	15	3	Recapitulation. Allocation of signatures.	15	1	Presentation of seminar papers.
2.6. Teaching methods	<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input checked="" type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input checked="" type="checkbox"/> case study		2.7. Comments:	
2.8. Students` obligations	<p>The attendance requirement for regular students is 70%, for part-time students 50%. Students who are unable to attend classes due to the status of a part-time student should consult with the professor at the time of consultation or by e-mail (jzaja@vus.hr).</p> <p>It is recommended that students participate actively in classes, which includes participation in discussions, solving case studies, creating a practical assignment etc. In addition, the obligation of each student is to be regularly informed about the course. It is desirable to ask other students or professors about the course. All information about the courses or possible postponement of the course will be published on the e-learning page of the course, where all the information on the course as well as all the necessary materials are present.</p>					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1,5	Written exam	4** (without colloquium)	Project	
	Experimental work		Research		Practical work	0,5
	Essay		Report		Continuous examination	
	Colloquium	4*(without written exam)	Seminar paper		Other	
	Class activity		Oral exam		Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>Students can choose from two options for taking the course:</p> <p>*Taking two colloquia and making and presenting the seminar work (individual or group work).</p> <p>In order to have the right to take the exam through the colloquium, students are expected to actively participate in the classroom (case studies, exercises and short assignments). The final grade is formed as a total evaluation of attendance, preparation and presentation of seminar work and colloquia grade.</p>					
	Class attendance	70-76%	77-84%	85-92%	93-100%	
		2 points	3 points	4 points	5 points	
	Practical work	2	3	4	5	
		6 points	10 points	12 points	15 points	

	Exam/colloquium	2	3	4	5	
		50 points	60 points	70 points	80 points	
	Final grade	2	3	4	5	
		50-64%	65-79%	80-89%	90-100%	
** By taking the written exam and writing and presenting the seminar work.						
	Title				Number of copies in the library	Availability via other media
2.11. Compulsory literature (available in the library and via other media)	1. Vodič kroz analizu troškova i koristi investicijskih projekata, Alat za ekonomsku procjenu kohezijske politike 2014-2020. Luxembourg: Publications Office of the European Union, 2015. (odabrana poglavlja) https://nop.hakom.hr/UserDocsImages/Dokumenti/Vodi%C4%8D%20kroz%20analizu%20tro%C5%A1kova%20i%20koristi%20investicijskih%20projekata%20za%20razdoblje%202014.-2020.pdf					Yes
	2. Korunić, K., CBA –Analiza troškova i koristi. Zagreb: Tim4pin, 2017.				3	
	3. Provedbena uredba Komisije (EU) 2015/207 (Prilog III – Metodologija za provedbu analize troškova i koristi) https://eur-lex.europa.eu/legal-content/HR/TXT/?uri=celex%3A32015R0207					Yes
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Boromisa, A., Od troškova do koristi: analiza troškova i koristi u pripremi projekta, Zagreb: Alinea, 2016.				3	
	2. Rosen, H.S. i Gayer, T., Javne financije, 8.izdanje, Institut za javne financije, Zagreb, 2010. (8.poglavlje)				2	
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	Quality control of students' work and acquiring the necessary knowledge and skills will be ensured: - through interactive work in class, - by conducting records on the attendance and activities of students in class, - based on the results of the students on colloquia and exams, instructions will be provided to students in order to increase the efficiency of their work. - Students will be informed of their rights and obligations, methods of work and the required literature.					

12. GENERAL INFORMATION			
1.1. Course lecturer	Anita Grubišić	1.7. Credit score (ECTS)	6
1.2. Course title	Financial institutions and markets	1.8. Forms of teaching (number of hours Lecturing + Practical exercises + Seminars + e learning)	45L + 15P
1.3. Assistants and/or associates	Guest lecturers	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1. level – materials available On-line, 0%
1.4. Study programme (specialist, undergraduate, graduate)	Specialist graduate	12.10. Number of course revisions	1.
1.5. Course status (obligatory, optional)	Optional	12.11. Modernization	Yes
1.6. Year of study	II.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input checked="" type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	Study of financial market, capital market in Croatia. Understanding the functioning of the capital market, understanding the relationship between supply and demand for securities, and a series of activities undertaken by financial institutions operating in the market. The problem of crisis and fraud in capital markets. Analysis of the situation on the Croatian capital market		
2.2. Terms of course entry and required competences	No conditions.		
2.3. Learning outcomes on the study programme level	To individually and responsibly search relevant literature for reaching solutions and conclusions in Croatian and foreign languages. To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business To apply and valorize qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support To analyze and compare indicators of economic development of the Republic of Croatia, critically reflect on contemporary trends in the Republic of Croatia, and propose solutions to stimulate economic prosperity To identify various problems, risks and risky situations in modern management and propose adequate solutions for identified problems and risk management mechanisms based on the company`s state analysis To assess acceptability of an investment project based on economic-financial analysis made with the help of modern tools and techniques To valorize and apply basic legal institutions in business environment To interpret the importance of financial markets for the entire economy, the role and importance of financial intermediaries, and polemicize the outcomes and consequences of asymmetric information acting on financial market participants and business entities		

2.4. Expected learning outcomes on the course level	Assess the importance of financial markets for the health of the entire economy of a particular country, and the role and importance of financial intermediaries. Accurately evaluate the outcomes and consequences of asymmetric information on financial market participants. Properly define the money market, its role and participants, describe money market instruments. Categorize types of capital markets; distinguish types of securities and types of financial institutions, and types of banks and loans. Distinguish the most important financial institutions of the non-banking sector, describe the role and importance of insurance companies, pension and investment funds, and the leasing and factoring companies.					
2.5. Course content according to detailed curriculum schedule	Introductory lecture. Financial system. Financial markets. Capital Markets and Money Market. Primary and Secondary Market. Financial institutions. Capital Market Institutions. Regulation and control. Capital Markets Securities. Central Banking and Monetary Policy Management. Banks. Types of banks. Banking risks. Pension reform. Pension funds. Investment funds. Insurance companies. The Zagreb Stock Exchange. Money Market Zagreb. Field work. Movements in modern finances. Financial Institutions and Markets - Guest lecturer.					
2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching	<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> assignments	2.7. Comments:			
2.8. Students` obligations	Teaching takes place in the first semester (winter semester) in the form of lectures (45 hours) and seminars (15 hours). Students are required to attend classes of at least 70% of lectures and 50% of the seminars. Create and successfully defend seminar work (through 6 assignments).					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	5	Project	
	Experimental work		Written exam (practical)		Practical work	3
	Essay		Report		Continuous examination	1
	Colloquium		Seminar paper	1	Case studies	
	Class activity		Oral exam		Other	
2.10. Grading and evaluating students` work during classes and on the exam	Students in lectures by the discovery method (guided discovery, self-discovery, discussion) through independent and group projects, through problem-solving learning and various forms of discussion, adopt the subject, for which it is necessary to attend classes regularly and actively participate. The final grade is based on the results achieved based on the class activities and the successful preparation and defending of the seminar work.					

2.11. Compulsory literature (available in the library and via other media)	Title	Number of copies in the library	Availability via other media
	1. Lešić, Z., Grgurek, M., Financijske institucije i tržišta, Zaprešić, 2014		Yes
2.12. Additional literature (at the moment of changes and/or amended of study programme)	1. Klačmer Čalopa M.; Cingula, M.: Financijske institucije i tržište kapitala, TIVA, Varaždin, 2009. 2. Saunders, A. i Cornett, M. M.: Financijska tržišta i institucije, Poslovni dnevnik, Masmedia, Zagreb, 2006. 3. www.nn.hr, www.dab.hr, www.fina.hr, www.hanfa.hr, www.hbor.hr, www.hgk.hr, www.hnb.hr, www.hrportfolio.hr, www.mfin.hr, www.regos.hr, www.sda.hr	2	Yes
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students` progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature. Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.		

7. GENERAL INFORMATION			
1.1. Course lecturer	Drago Marguš	1.7. Credit score (ECTS)	6
1.2. Course title	MANAGEMENT OF PROTECTED AREAS	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	30L+15PE + 15S
1.3. Assistants and/or associates	N/A	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	-
1.4. Study programme (specialist, undergraduate, graduate)	Specialist	7.10. Number of course revisions	3
1.5. Course status (obligatory, optional)	Optional	7.11. Modernization	x
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% x More than 20 % □

2. COURSE DESCRIPTION	
2.1. Course objectives	Acquisition of basic knowledge on protected area management, financing of protected areas, development of management plans, legal regulations, protection criteria, protected area protection, nature protection issues, the role of protected areas in education and development of sustainable tourism in protected areas.
2.2. Terms of course entry and required competences	Basic knowledge of nature and environment protection and law of the Republic of Croatia and knowledge of a one world language.
2.3. Learning outcomes on the study programme level	<p>Organize and guide teamwork, and critically judge the opinions and attitudes of team members</p> <p>Independent and responsible search for relevant literature for making decisions and conclusions,</p> <p>Analyze the business environment, distinguish the company's competitive advantages, and propose different business strategies to achieve the company's goals</p> <p>Apply and valorise qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support</p> <p>Develop a management plan and propose a strategy for the management of protected areas</p> <p>Create a system of values in the company on the basis of business ethics and corporate social responsibility</p> <p>Propose decisions on production, operations, flow, capacity, costs and processes using the analysis and monitoring of achieved results and indicators</p> <p>Identify various problems, risks and risky situations in modern management and propose adequate solutions for identified problems and risk management mechanisms based on the analysis of the state of the company</p> <p>Assess the acceptability of an investment project based on economic-financial analysis made with the help of modern tools and techniques</p>
2.4. Expected learning outcomes on the course level	After passing the exam, students will acquire the basic knowledge on the management of protected areas, the financing of protected areas, development of management plans, legislation, environmental standards, control in protected areas, problems of nature protection, the role of protected areas in the education and development of sustainable tourism in protected areas.
2.5. Course content according to detailed curriculum schedule	<p>LECTURES:</p> <p>BASICS OF MANAGEMENT OF PROTECTED AREAS - 1 hour</p> <ul style="list-style-type: none"> ○ Definition, goals and tasks of nature protection ○ History of nature protection in the world and in Croatia ○ Development of protected area management <p>ROLE, IMPORTANCE AND CATEGORY OF PROTECTED AREAS - 1 hour</p> <ul style="list-style-type: none"> ○ The importance and role of protected areas ○ Categories and statistics of protected areas ○ Concept of management of protected areas <p>LEGAL REGULATIONS - 2 hours</p> <ul style="list-style-type: none"> ○ Legislative and by-law acts in the protection of nature ○ International legal regulations ○ Strategy and action plan for the protection of biological and landscape diversity of the Republic of Croatia

- AUTHORITY STATE BODY IN CROATIA - 1 hour
 - The Ministry of Environment and Energy - Nature Protection Directorate
 - State Institute for nature protection
- PROTECTED AREAS PLANNING - 1 hour
 - Planning processes of protected areas
 - Criteria for planning protected areas
 - Spatial planning in protected areas
- BASICS OF MANAGEMENT OF PROTECTED AREAS - 1 hour
 - Principles of successful management
 - Conflicts and management risks
- MANAGING PROTECTED AREAS IN CROATIA - 2 hours
 - Role and financing of management institutions
 - Public institutions for the management of national parks
 - Public institutions for the management of nature parks
 - Public institutions for the management of protected natural values of counties
 - Revenues of protected areas
 - Protection and management costs
- PROTECTED AREA MANAGEMENT PLANS - 4 hours
 - Guidelines for developing a management plan
 - The vision and mission of the management plan
 - Zoning of protected areas
 - Action plans for implementing the management plan
 - Public participation
- PROTECTION OF BIOLOGICAL AND LANDSCAPE DIVERSITY - 2 hours
 - Convention on European Landscapes
 - Ecological network NATURA 2000
 - National Ecological Network CRO-NEN
 - Red List of Croatia
- EDUCATION AND INTERPRETATION - 2 hours
 - The environmental education in protected areas
 - Interpretation in protected areas
- TOURISM IN PROTECTED AREAS - 2 hours
 - Ecotourism and sustainable tourism in protected areas
 - Importance and risks of tourism development in protected areas
 - Carrying capacity of protected areas
 - Financial effects of tourism in protected areas
- SUPERVISION IN PROTECTED AREAS - 1 hour
 - The monitoring service in protected areas
 - Protection issues

	<ul style="list-style-type: none"> ○ The legislative position and authority of the supervisor <p><i>TOTAL LECTURES 20 hours - 12 topics</i></p> <p>SEMINARS: BASIC OF MANAGEMENT OF PROTECTED AREAS - 1 hour ROLE, IMPORTANCE AND CATEGORY OF PROTECTED AREAS - 1 hour LEGAL REGULATIONS - 1 hour STRATEGY AND ACTION PLAN FOR PROTECTION OF BIOLOGICAL AND LANDSCAPE DIVERSITY OF REPUBLIC OF CROSTIA - 1 hour RESPONSIBLE STATE ENTITIES IN THE REPUBLIC OF CROATIA - 1 hour PROTECTED AREAS PLANNING - 3 hours PROTECTED AREAS MANAGEMENT IN CROATIA (examples from practice) - 5 hours PROTECTED AREAS MANAGEMENT PLANS (examples from practice) - 5 hours PROTECTION OF BIOLOGICAL AND LANDSCAPE DIVERSITY - 2 hours EDUCATION AND INTERPRETATION - 2 hours TOURISM IN PROTECTED AREAS - 2 hours FINANCING PROTECTED AREAS FROM EU FUNDS - 2 hours FREE TOPICS: ENVIRONMENTAL AND NATURE PROTECTION <u>IN ACCORDANCE WITH STUDENTS</u> (Promotion of protected areas in electronic media, Sustainable development of tourism in NP Krka, Impact of protected areas on development of the local community, Management of speleological objects, Contribution of scientific research in management of the protected areas) - 4 hours TOTAL SEMINARS: 30 hours FIELD TEACHING: 10 hours</p>					
2.6. Teaching methods	<ul style="list-style-type: none"> x lectures x seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning x field teaching 	<ul style="list-style-type: none"> <input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other 	2.7. Comments:			
2.8. Students` obligations	Full-time students must have 70% of attending classes, and 60% of part-time present on lectures and seminars.					
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance	1	Written exam	2	Project	
	Experimental work		Research		Practical work	
	Essay		Report		Continuous examination	
	Colloquium		Seminar paper	1	Other	

	Class activity		Oral exam	2	Other	
2.10. Grading and evaluating students` work during classes and on the exam	<p>Seminar - meaning of topics <35%, presentation <25%, slide show <25%, student discussion <15% / rating excellent 90 to 100%, very good 75 to 89%, good to 60 to 74% and sufficient from 50 to 59%</p> <p>Exam - 4 questions by 25% / rating success from 90 to 100% excellent, very good 75-89%, a good 60 to 74% and sufficient 50-59%</p>					
2.11. Compulsory literature (available in the library and via other media)	Title				Number of copies in the library	Availability via other media
	Martinić, I., 2010. Upravljanje zaštićenim područjima prirode – planiranje, razvoj i održivost. Sveučilište u Zagrebu i Šumarski fakultet, Zagreb				5	The library of "Krka" institution
	NN 30/2009 Strategija održivog razvitka RH, Zagreb.					Web
	NN 143/2008 Strategija i akcijski plan zaštite biološke i krajobrazne raznolikosti Republike Hrvatske					Web
	Müller, H., 2004. Turizam i ekologija. Povezanost i područja djelovanja. Masmedia, Zagreb.					
	Graefe, A., F. R. Kuss, J. J. Vaske, 1990. Visitor impact management: the planning framework. Washington, DC, National Parks and Conservation Association, 105 str					
2.12. Additional literature (at the moment of changes and/or amended of study programme)	<p>Marguš i sur. (2011): Nacionalni park „Krka“ – plan upravljanja. Javna ustanova “Nacionalni park Krka”, 119 str., Šibenik</p> <p>Lausche, B. (2011): Guidelines for protected areas legislation, IUCN. Gland, Switzerland, 370 str.</p> <p>Dudley, N. (2008): Guidelines for applying protected area management categories, IUCN. Gland, Switzerland, 87 str.</p> <p>NN 80/2013 Zakon o zaštiti prirode</p>					The library of "Krka" institution
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>Exchange opinions with students on the quality of teaching and checking their satisfaction with the subject program</p> <p>Continuous internal assessment of students' knowledge</p> <p>Encouraging students to critical thinking, class participation, open discussion with mutual respect (primarily in the seminar section), team work, etc.</p>					

4. SEMESTAR

13. GENERAL INFORMATION			
1.1. Course lecturer	Jasmina Sladoljev, univ. spec. oec., s.lec.	1.7. Credit score (ECTS)	10
1.2. Course title	SEMESTRAL PROFESSIONAL PRACTICE	1.8. Forms of teaching (number of hours Lecturing +Practical exercises + Seminars + e learning)	160
1.3. Assistants and/or associates	/	1.9. Level of e- learning application (1 st , 2 nd , 3 rd level), percentage of on line course performance (max. 20%)	1 st level
1.4. Study programme (specialist, undergraduate, graduate)	Graduate professional study programme	13.10. Number of course revisions	second
1.5. Course status (obligatory, optional)	Obligatory	13.11. Modernization	yes
1.6. Year of study	2.	1.12. Percentage estimate of course changes and/or supplements	Less than 20% <input type="checkbox"/> More than 20 % <input type="checkbox"/>
2. COURSE DESCRIPTION			
2.1. Course objectives	The basic goal of student practice is gaining professional experience in the field of tourism. Student practice will further enable students to: <ul style="list-style-type: none"> • acquisition of new and additional skills in the field of tourism and hotel; • adaptation to the working environment; • linking theoretical knowledge and practical experience; • Orientation to future employment; - Strengthening the links between the Polytechnic in Sibenik and companies where students conduct professional practice - feedback about knowledge and skills that the present labor market expects, with the aim of improving the teaching process		
2.2. Terms of course entry and required competences	All courses must be attended before the beginning of professional training		
2.3. Learning outcomes on the study programme level	To organize and lead team work, and critically judge the opinions and attitudes of team members To analyze business environment, distinguish the company's competitive advantages and propose different business strategies to achieve the company's goals To analyze and interpret key business trends and innovations in the micro and macro business environment and propose innovative solutions and tactics of innovation in business		

	<p>To critically evaluate existing marketing communications and suggest improvements on the concrete business case and develop basic skills of forming integrated marketing communications</p> <p>To apply and valorize qualitative and quantitative methods of business decision-making in solving economic and managerial problems through program support</p> <p>To develop a management plan and propose a strategy for the management of protected areas</p> <p>To develop a public procurement plan and prepare basic documents for the conduct of an open public procurement procedure</p> <p>To suggest decisions on production, operations, flows, capacities, costs and processes using analysis and monitoring of achieved indicators and results</p> <p>To identify the possibility of financing projects from European Union funds and programs and actively participate in applying and project design</p> <p>To assess acceptability of an investment project based on economic-financial analysis made with the help of modern tools and techniques</p> <p>To valorize and apply basic legal institutions in business environment</p>				
2.4. Expected learning outcomes on the course level	Following completion of this practice, students will adopt and apply basic professional knowledge about ways and processes of department and sector in the enterprise, which implies different processes of planning (finance, enterprise development, new product development), organization (tourist activities, definition of organizational structures), leadership (projects, people), control (financial resources, human resources).				
2.5. Course content according to detailed curriculum schedule	/				
2.6. Teaching methods	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> practical exercises <input type="checkbox"/> distance education <input type="checkbox"/> mixed e-learning <input type="checkbox"/> field teaching		<input type="checkbox"/> independent tasks <input type="checkbox"/> multimedia and network <input type="checkbox"/> laboratory <input type="checkbox"/> mentoring <input type="checkbox"/> other		2.7. Comments:
2.8. Students` obligations	In accordance with the signed Agreement of professional cooperation between the Polytechnic of Šibenik and the company, the student is obliged to undertake a professional practice in an appropriate time period (this practice is compulsory for all regular and extraordinary students). Students who are employed in tourism-related companies and / or work at an operational or tactical level of management are exempted from doing this practice, and they must provide a copy of the employment contract as proof of employment. The student is obliged to conduct the Diary of work in which he write the names of the professional processes (exercises or tasks) he has performed every day.				
2.9. Monitoring student work (enter the share of ECTS credits for each activity so that the total number of ECTS points corresponds to the credit score of the course)	Attendance		Written exam		Project
	Experimental work		Research		Practical work
	Essay		Report	1	Continuous examination
	Colloquium		Seminar paper		Other
	Class activity		Oral exam		Other
2.10. Grading and evaluating students` work during classes and on the exam	When conducting a professional practice, a student is obliged to lead and write a Diary work on completed tasks / exercises. Student anticipates in advance the time of the Diary work, at the course lecturer. The lecturer of the course evaluates the work journal and then writes the student to the student index, satisfied or not satisfied. In the case of not satisfied, the student is obliged to correct the Diary of work, and come back for review.				

2.11. Compulsory literature (available in the library and via other media)	Title	Number of copies in the library	Availability via other media
2.12. Additional literature (at the moment of changes and/or amended of study programme)			
2.13. Quality assurance methods that ensure the acquisition of knowledge, skills and competences	<p>The control of students' work quality and the acquisition of necessary knowledge and skills will be ensured through interactive work. By keeping track of attendance and student activity during classes and provided information on students' progress through short colloquiums and homework, information for further guidance to students will be provided in order to increase the efficiency of their work. Students will be informed about their rights and obligations as well as the methods of work and the required literature.</p> <p>Indicators of quality assurance system: Student survey, monitoring of annual data from the Croatian employment service on the annual state of student employment, surveys from employers and Alumni association.</p>		

10. MATRIX OF LEARNING OUTCOMES OF UNDERGRADUATE PROFESSIONAL STUDIES OF TRAFFIC FOR ACADEMIC YEAR 2018./2019.

	I1	I2	I3	I4	I5	I6	I7	I8	I9	I10	I11	I12	I13	I14	I15	I16	I17	I18	I19	I20
<i>Statistics</i>				+	+		+	+												
<i>Strategic management</i>	+	+	+	+									+							
<i>Psihology for managers</i>	+	+	+																	+
<i>Innovation and technological strategies</i>	+	+	+	+									+					+		
<i>Marketing communication</i>	+	+	+	+		+														
<i>Business ethics and social responsibility</i>	+	+	+								+									
<i>Cost management</i>		+	+	+			+						+							
<i>Quantitative methods for business decision making</i>		+	+				+						+				+			
<i>Risk management</i>		+	+	+												+				
<i>Operations management</i>		+	+				+						+							
<i>Management of conflict</i>	+	+																		+
<i>Market research</i>	+	+	+	+					+											
<i>Public procurement</i>	+	+					+			+							+	+		
<i>Croatian economy</i>	+	+												+					+	
<i>Business simulations</i>		+			+		+					+			+					
<i>Methods of scientific research</i>	+	+							+											
<i>Software engineering</i>	+	+					+										+			

<i>Intellectual property and information systems</i>	+	+		+														+		
<i>Management of EU projects</i>		+		+					+						+					
<i>Cost benefit analysis</i>	+	+												+	+		+			
<i>Financial institutions and markets</i>		+	+	+			+							+	+		+			
<i>Protected areas management</i>	+	+	+				+			+		+				+				
<i>Semestral professional practice</i>	+		+	+		+	+	+		+			+		+		+	+		
<i>Final thesis</i>		+	+	+	+								+							
UKUPNI BROJ PREDMETA PO ISHODU UČENJA	15	23	14	12	3	2	9	3	3	2	2	1	8	3	5	2	6	4	1	2