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<p>Course:</p> <p>Environmental Management and Sustainable Development</p>
<p>Teacher:Petrović B. Nataša,Levi-Jakšić I. Maja,Marinković P. Sanja</p>
<p>Course status:Elective</p>
<p>ECTS points:10</p>
<p>Prerequisites: /</p>
<p>Course objective:</p> <p>Providing knowledge and systematic and critical review of the scientific basis of environmental management and sustainable development, and policy and regulation in the field of environmental management with a practical understanding and adoption methodologies, strategies and practices of environmental management and sustainability.</p>
<p>Learning outcomes:</p> <p>Enables students to develop and apply scientific knowledge, understanding, innovative thinking, quality and skills in the following areas: environmental management and its implementation, the concepts of environmental management and a healthy environment and sustainable development and their integration methodology applying environmental management and sustainable development of the specific management functions and overall strategy of the organization and operations, environmental regulations, environmental expertise for making sustainable decisions in the organization, environmental arguments to represent the needs of the environment.</p>
<p>Course structure and content:</p> <p><i>Theoretical study</i></p> <p>Environmental sciences. The main environmental factors. Environmental problems at local, national and international standpoint. Sustainable Development. Science, technology and sustainable development. Indicators of sustainable development. The principles of sustainable development, sustainable business and sustainable management. Oppositions and duality of the goals of sustainable development. Environmental management: defining the scope, characteristics, dilemmas and possibilities, problems and needs. Strategic management of environmental impacts of the activities of all stakeholders of the organization. The use of local, regional and national environmental policies. Environmental responsibility and decision-making for protecting the environment. Critical evaluation of the environmental impact of the organization, processes and activities.</p> <p><i>Practical classes</i></p> <p>The systematic study of environmental issues. Improving knowledge and understanding through independent learning and research. Creative workshops, debates on current environmental topics, case studies and interactive educational discussions on environmental issues. Analysis of the factors that led to the development of theories/models of sustainable development. Case Study: environmental management. Case study of sustainable development. Making presentations and presentation of seminar papers and case studies..</p>
<p>Literature/Readings:</p> <p>Petrović, N., Ekološki menadžment, FON, Beograd, 2012.</p>

<p>Petrović, N., Upravljanje ekološkom podobnošću proizvoda, monografija. Zadužbina Andrejević, Beograd, 2013.</p> <p>Levi Jakšić, M., Menadžment tehnologije i razvoja, FON, Beograd, 2009.</p> <p>Levi Jakšić, M., Marinković, S., Menadžment održivog razvoja, FON, Beograd, 2012.</p> <p>Drakulić, M., Krivokapić, Đ., Drakulić, R., Ekološko pravo, WUS Austria, Beograd, 2010.</p> <p>Barrow, C.J., Environmental Management-Principles and Practice, London, Routledge, 1999.</p> <p>Rainey, D. L., Sustainable Business development, Cambridge University Press, 2006.</p> <p>Enger, E.D., Smith, B.F., Environmental Science – A Study of Interrelationships, Twelfth Edition, McGraw Hill International Edition, NY, 2010.</p> <p>Ferrwz S., Environmental law, Walters Kluwer, Austin, 2010.</p> <p>Simons C., Essentials of Environmental law, Upper Saddle River, New Jersey, 2007.</p> <p>Botkin D., E. Keller, Environmental Science-Earth as a living planet, USA, John Wiley&Sons, Inc, 2003.</p>		
The number of class hours per week	Lectures: 3	Research study:4
<p>Teaching methods:</p> <p>Lectures, multimedia presentations, interactive work in creative workshops, discussions on pre-defined and presented problem, case practice, problem solving practices, independent students' studies and presentation of papers.</p>		
<p>Evaluation/Grading (maximum 100 points)</p> <p>Activity during lectures 10</p> <p>Seminar 40</p> <p>Oral examination 50</p>		

Course:		
Integrated communications		
Teacher: Filipović S. Vinka, Kostić-Stanković M. Milica, Vlastelica Bakić L. Tamara		
Course status: Elective		
ECTS points: 10		
Prerequisites: None		
Course objective:		
Introducing students with the concept of integrated communications, conducted quantitative and qualitative researches, available literature, models and best practice in this field, as well as training students for planning, implementation and controlling of integrated communication activities.		
Learning outcomes:		
Improved knowledge and skills in designing, implementation and improvement of integrated communications activities.		
Course structure and content:		
The development of communication theory. Model of business communications. The concept of integrated communications. Research for business communication. Identification and classification of target audiences. Integrated marketing communication. Public relations. Corporate identity, image and reputation. Internal Communications. Corporate Communications. Communication with the broader community as a component of integrated communications. The process of integrated communications. Ethics and legal regulation of business communication. Skills and techniques of business communication. Verbal communication. Non-verbal communication. Business etiquette. Analysis of integrated communication models. Simulation of market research and public opinion in the function of formulating appropriate communication strategies to target audiences. Identification and classification of target audiences - mapping stakeholders. Development of integrated communication tools. Development of internal communications plan. Corporate communications plan development. Procedure of integrated communications process development. New media and integrated communications.		
Literature/Readings:		
Kostić-Stanković M., <i>Integrirane poslovne komunikacije</i> , FON, Beograd, 2011.		
Vinka Filipović, Milica Kostić-Stanković, <i>Odnosi s javnošću</i> , FON, Beograd, 2011.		
Kostić-Stanković M., <i>Marketinško komuniciranje u upravljanju odnosima sa kupcima</i> , Zadužbina Andrejević, Beograd, 2013.		
Additional literature and reading in consultation with lecturers.		
The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods:		
Lectures illustrated with additional audio-visual equipment, interactive discussions, work in small teams, solving and		

presenting case study solutions, students' independent research, consultations regarding work on project assignment, independent work through learning and preparing seminar paper

Evaluation/Grading (maximum 100 points)

Seminar paper 60

Oral exam 40

Course:
Information and communication technologies in management
Teacher:Starčević B. Dušan,Simić B. Dejan
Course status: Elective
ECTS points: 10
Prerequisites: none
Course objective:
Deepening previously acquired knowledge and skills in the field of ICT application in management. Enabling students to critically evaluate and apply available approaches and techniques in Information society (field of information technologies) and management.
Learning outcomes:
Understanding the influence of information and communication technologies on social and economic life of an individual. Understanding the role of ICT in business paradigm change. Determining place and possible roles of information technologies in modern management. Acquiring knowledge and skills needed for using new information technologies to enable competitive advantage.
Course structure and content:
Theoretical study.
Information and Communication Technology (ICT) and systems; The impact of ICT on the social and economic life of individuals and businesses ; Impact of ICT on business and management of the organization ; ICT and competitive advantage ; Changes in the market due to the implementation of new ICT ; ICT and the creation of new products ; ICT and computer networks ; Organizations information systems and Internet ; The integration of the Internet and mobile technologies ; Multimedia communications and Internet ; Data protection and privacy; The use of Internet technologies in the implementation of management information systems ; Intellectual capital and ICT ; Social networks and business ; On line reputation ; ICT and intellectual property ; ICT and abuses ; Commercial Cyber Crime ; Regulation of ICT in management ; Examples of the application of ICT
Research work.
Research work is done in Laboratory for multimedia communication, Center for Cyber forensics and Center for public administration. The work includes examining possibilities for practical implementation of multimedia communication technologies in laboratory conditions. Student is required to explore a given problem of possible ICT application, practically implement the given task and present results of research in form of seminar work, as well as in form of paper suitable for presentation on a scientific conference.
Literature/Readings:
1. Efraim Turban, Linda Volonino, Gregory R. Wood, Information Technology for Management: Advancing Sustainable, Profitable Business Growth, Wiley, 2013.
2. William Stallings, Business Data Communications – Infrastructure, Networking and Security, 7th Edition, Prentice Hall, 2012.

3. John Vacca, *Managing Information Security*, Elsevier Inc., 2014.
4. Turban E., McLean E., Wetherbe J., *Informaciona tehnologija za menadžment*, Zavod za udžbenike i nastavna sredstva, Beograd, 2003.
5. V. Pantović, S. Dinić. D. Starčević, "Savremeno poslovanje i Internet tehnologije", InGraf, 2002.
6. Дракулић М., *Онови Компјутерског права*, ФОН, 1995.
7. R. Steinmetz, K. Nahrstedt, "Multimedia Application", Springer Verlag, 2004.
8. Hassan R ., *The Information Society: Cyber Dreams and Digital Nightmares (Digital Media and Society) 2008*
9. Castells M ., *The Rise of the Network Society: The Information Age: Economy, Society, and Culture Volume I (Information Age Series) 2009.*
10. *The Oxford Handbook of Information and Communication Technologies* , Oxford andbooks
Online: September 2009.
11. Ferrera G, Lichtenstein S, Darrow J, Bird R, Reder M., *Cyberlaw: Text & Cases* , Cengage Learning, 2011.

The number of class hours per week	Lectures: 3	Research study: 4
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Teaching methods:

Classes are held in the form of lectures, team work, small groups, interactive workshops or in the form of individual consultations based on teaching units. The research part involves collecting and studying the relevant literature in the following fields: Information society, ICT application in management, multimedia communications, computer and cyber right, cyber sociology, psychology, anthropology, cyber forensics with researcher's own critical review in the form of seminar paper suitable for publication. Practical part includes implementation of an example using ICT. Presentation of seminar work and research project is done with discussion and active participation of students.

Evaluation/Grading (maximum 100 points)

Practical work	25
Seminar/s	25
Written exam	30
Oral exam	20

<p>Course:</p> <p>Quantitative models and methods in management</p>
<p>Teacher: Martić M. Milan, Bulajić V. Milica, Savić I. Gordana, Kuzmanović S. Marija, Makajić-Nikolić D. Dragana, Radojičić A. Zoran</p>
<p>Course status: Elective</p>
<p>ECTS points: 10</p>
<p>Prerequisites: Operational research</p>
<p>Course objective: The aim is to introduce modern mathematical and optimization methods and methods as a support for business and production decision making.</p>
<p>Learning outcomes:</p> <p>Students will be able to make model of optimization problems, as well as adequate analyses of results and software application as decision support.</p>
<p>Course structure and content:</p> <p><i>Lectures:</i></p> <p>Mathematical modelling of business, production and service systems. Mathematical modelling for measuring efficiency and performance benchmarking of business systems. Specific problems of planning and scheduling. Nonlinear, integer and mixed integer programming. Quantitative models of advanced performance evaluation including non-linear DEA models. Algorithms for finding exact solution of nonlinear problems. Heuristics. Metaheuristics. Modern software for comparative efficiency analyses, planning, scheduling and statistical analyses of obtained results.</p>
<p>Literature/Readings:</p> <ol style="list-style-type: none"> 1. J. Петрић, С. Злобец, Нелинеарно програмирање, Научна књига, 1983. 2. В. Вујчић, М. Ашић, Н. Миличић, Математичко програмирање, Математички институт САНУ, 1980. 3. Oakshott L., Essential Quantitative Methods: For Business, Management and Finance, Palgrave Macmillan; 4 edition (27 Mar 2009), ISBN: 978-0230218185; 4. A. Sofer, S. Nash, Linear and Nonlinear Programming, McGraw Hill, 1996. 5. T. Hurlimann, Mathematical Modeling and Optimization, Kluwer Academic Publishers, 1999. 6. Zue J, " Quantitative Models for Performance Evaluation and Benchmarking: Data Envelopment Analysis with Spreadsheets - Applications and implementations issues ", Springer, 2009. 7. Bogetoft P, "Performance Benchmarking - Measuring and Managing Performance", Springer, 2012.

The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods: Ex-cathedra teaching, laboratory classes, workshops, case studies.		
Evaluation/Grading (maximum 100 points) Research study: 50 Oral exam: 50		

Course:
Marketing and Public relations – strategic approach
Teacher: Filipović S. Vinka, Kostić-Stanković M. Milica, Janičić R. Radmila, Štavljanin B. Velimir, Damnjanović Ž. Vesna, Cicvarić Kostić M. Slavica, Vlastelica Bakić L. Tamara, Vukmirović A. Jovanka
Course status: Mandatory
ECTS points: 10
Prerequisites: None
Course objective: The aim of the course is to provide students with a theoretical and practical framework to marketing and public relations strategic approach in a changing market environment, where marketing and public relations strategies are market-oriented.
Learning outcomes: After attending this course students will be prepared to look at scientific research methods and all aspects of the strategic approach to marketing and public relations, as well as apply gained knowledge in a business environment.
Course structure and content: <i>Theoretical instruction:</i> Theoretical framework of a strategic approach to marketing and public relations; Holistic approach to strategic marketing planning; Holistic approach to strategic public relations; The integration of marketing and public relations; Strategic analysis; Organization portfolio plan; Strategic planning and process of marketing management and public relations; Analysis of market opportunities; Market trends analysis; Market growth and market share matrix; Analysis of consumers and service users needs; Level analysis of strategic marketing planning and public relations; Defining the steps of strategic planning of marketing and public relations; Defining the vision, mission and values of a company; Defining corporate goals and strategies; The choice of marketing strategies based on quantitative scientific methods; Market-oriented marketing strategies; Implementation of marketing strategies; Marketing strategies development; Marketing strategy and product mix planning; New product development strategy; Implementation of marketing and public relations strategies at the market; The strategic approach to marketing and public relations in times of globalization; Strategic planning of public relations activities; Public relations instruments in strategic plan; Strategic media relations; Public relations in crisis situations; Specifics of public relations in time of globalization; Product and organization brand building strategies; Added value and stakeholders communication strategies; News management in regard to different publics; Strategic control of marketing and public relations plan. <i>Practical instruction:</i> Exercise, workshops discussion, comparative analysis.
Literature/Readings: 1. Filipović V., Janičić R., <i>Starteški marketing</i> , FON, Beograd, 2010. 2. Filipović V., Kostić-Stanković M., <i>Marketing menadžment</i> , FON, Beograd, 2012. 3. Filipović V., Kostić-Stanković M., <i>Odnosi s javnošću</i> , FON, Beograd, 2011. 4. Kotler Philip, Keller Kevin Lane, <i>Marketing menadžment</i> , 12. izd., Data Status, Beograd, 2009. 5. Dess G., Lumpkin G. T., Eisner A. B., <i>Strategijski menadžment</i> , data Status, Beograd, 2007.

The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods: Lectures, open seminars, exercise.		
Evaluation/Grading (maximum 100 points)		
Participation in class 20 Practice 30 Seminar/s 30 Oral exam 20		

<p>Course:</p> <p>Marketing logistics – selected topics</p>
<p>Teacher: Vasiljević V. Dragan, Kostić-Stanković M. Milica</p>
<p>Course status: Elective</p>
<p>ECTS points: 10</p>
<p>Prerequisites: some of the courses of general management or management science.</p>
<p>Course objective:</p> <p>Acquisition of advanced knowledge for management of integrated marketing and logistics operations and preparing students for individual and team research in the field of marketing logistics.</p>
<p>Learning outcomes:</p> <p>Advanced knowledge, laboratory experiences and skills needed for demand management and seamless integration of demand stimulation (marketing) and demand fulfillment (logistics). Using these outcomes doctoral students will be able to perform scientific research and consulting work, individual and team research and to identify, analyze and solve complex problems of marketing logistics.</p>
<p>Course structure and content:</p> <p>Marketing logistics as a factor of competitiveness in the value chain. Advanced concepts of sale planning and logistical operations planning. Logistics and globalization: global logistics strategies. CRM (Customer Relationship Management) in the global environment. Logistics costs and tied-up capital. Supply chain in unstable business environment. E-concepts in the value chain. Marketing logistics and ERP (Enterprise Resource Planning). Financial evaluation and risk assessment of logistical decisions. Time compression in the value chain. Cross docking application in distribution: real world case study. Sustainability in marketing logistics. The new conceptual framework for performances improvement of logistics processes. Performances measurement in Kaizen costing environment. BPR (Business Process Reengineering) in marketing logistics. The selected logistics games. Actual trends in marketing logistics.</p>
<p>Literature/Readings:</p> <ol style="list-style-type: none"> 1. Christopher M., Peck H., <i>Marketing logistics</i>, Elsevier, 2004. 2. Bozic V., Acimovic S., <i>Marketing logistics</i>, Faculty of Economics, Belgrade, 2008. (in Serbian) 3. Vasiljevic D., Jovanovic B., <i>Logistics and Supply Chain Management</i>, ISBN 978-86-7680-150-3, FPS, Belgrade, 2008. (in Serbian) 4. Ailawadi S., Singh R., <i>Logistics Management</i>, PHI Learning, India, 2012. 5. Ballou R., <i>Business Logistics / Supply Chain Management</i>, Pearson Education Int., 2004. 6. Bowersox D., Closs D., Cooper M., <i>Supply Chain Logistics Management</i>, McGraw – Hill International Edition, 2007. 7. Laseter T., Rabinovich E., <i>Internet Retail Operations: Integrating Theory and Practice for Managers</i>, CRC

Press, Taylor and Francis Group, USA 2012.

8. Global Logistics: *New Directions in Supply Chain Management*, (edited by Waters D.), Replika Press Pvt Ltd., India, 2010.

9. Graham D., Manikas I., Folinas D., *E-logistics and E-Supply Chain Management: Application for Evolving Business*, IGI Global, USA, 2013.

10. Sople V., *Logistics Management: The Supply Chain Imperative*, Pearson Education, India, 2007.

The number of class hours per week

Lectures: 3

Research study: 4

Teaching methods: ex cathedra, analysis of real-world case study, laboratory work, consultations.

Evaluation/Grading (maximum 100 points)

Classroom tasks (10 points), laboratory work (10 points), seminar (40 points), oral exam (40 points).

Method of knowledge evaluation:

Grades	5	6	7	8	9	10
Points	[0-55]	[56-65]	[66-75]	[76-85]	[86-95]	[96-100]

Course:
Knowledge Management - Selected Chapters
Teacher: Petrović Č. Dejan, Milosavljević Đ. Gordana, Suknović M. Milija, Mihić M. Marko, Delibašić V. Boris, Obradović LJ. Vladimir
Course status: Elective
ECTS points: 10
Prerequisites: none
Course objective:
Understanding the concept of knowledge management and its role in modern business. The course objective is also to familiarize students with the theoretical frameworks of knowledge management as well as with the development, methods and concepts of research, analysis and modelling system of this field of management.
Learning outcomes:
Students will gain practical and theoretical knowledge about knowledge management systems and their applications in the processes of managing complex organizational systems. The main directions of the course are analysis and design of knowledge management in a dynamic environment. Students will eventually be able to conduct independent scientific researches and researches in the field of knowledge management in organizations. By completing the planned thematic units, students will be able to provide expertise in the field of Knowledge Management, to develop their own approaches and concepts of modelling and implementation of knowledge management as well as to give their own contribution to the development and implementation of models, methods and techniques of knowledge management.
Course structure and content:
<i>Theoretical teaching:</i>
The basic idea of knowledge management. Definition and types of knowledge. Defining knowledge management. The benefits of knowledge management. Approaches to knowledge management and development of the discipline. Knowledge as a component of modern competitive advantage. Models of knowledge management. Knowledge management processes. Traditional and contemporary knowledge. Organizations based on knowledge and knowledge workers. Knowledge management and learning. The learning organization. Market of knowledge. Life cycle of knowledge management. The creation of knowledge. The conquest of knowledge. Preservation of knowledge. Knowledge sharing. The application of knowledge. The key challenges of the concept of knowledge management. The implementation of the concept of knowledge management. Links of the concept of knowledge management with other relevant management concepts. Perspectives of knowledge management.
<i>Practical teaching, teaching exercises, other forms of lectures, research work:</i>
The process of creating knowledge. Generation and distribution of knowledge. Connection between people, processes and technology in knowledge management. Productivity of knowledge. Knowledge as an invisible part of the balance sheet. Intellectual capital and knowledge management. The organization of knowledge. Disciplines of learning. System archetypes. Change management and knowledge management. The method of collecting and processing data. Knowledge base. Software support for knowledge management. Software for data processing.

Examples of the application of knowledge management.		
Literature/Readings:		
<ul style="list-style-type: none"> • Jovanović P., Management - Theory and Practice, College of Project Management, Belgrade, 2007 • Mašić B., Đorđević-Boljanović, J., Knowledge Management, University Braća Karić, Belgrade 2006 • B. Garvey, B. Williamson: Beyond Knowledge Management, Pearson Education, London, 2002 		
The number of class hours per week	Lectures: 3	Research study:4
Teaching methods:		
Lectures, exercises, tutorials and independent research work of students on the seminar paper.		
Evaluation/Grading (maximum 100 points)		
Activity during the lectures: 10		
Essay: 40		
Written exam: 50		

<p>Course:</p> <p>Quality management – chosen chapters</p>
<p>Teacher: Filipović V. Jovan, Mijatović S. Ivana, Pejović B. Gordana</p>
<p>Course status: elective</p>
<p>ECTS points: 10</p>
<p>Prerequisites: none</p>
<p>Course objective: Acquiring of knowledge about advanced concepts related to quality management and understanding main research tracks in area of quality management.</p>
<p>Learning outcomes:</p> <p>Active participant will be familiar to methodology of academic research in area of quality management and will be able to: plan and realize research and adequate present and discuss results of research of requirements (needs and expectations) of interested parties and stakeholders related to quality, environmental aspects, safety and security.</p>
<p>Course structure and content:</p> <p>Lectures</p> <p>The theory of interested parties and stakeholders. Models of management systems. Integrated management systems. Strategic management systems. The Earned Quality Method. Quality management system as adaptive system. TQM and theory of complexity. EFQM models. Management system standards (in areas of quality, environment, security, safety, corporate social responsibilities and energy).</p> <p>Research study</p> <p>Customers perception of quality. Specific aspects of industrial and academic research in area of Quality management. Research planning. Design of instruments for identification key requirements of interested parties and stakeholders (criteria, structure and testing). Applications of advanced critical incidents technique. Presentation and analysis of the results. Quality Planning Spreadsheet.</p>

Literature/Readings:

1. Филиповић, Ј., Ђурић, М., (2009), Основе квалитета, ФОН, Београд
2. Филиповић, Ј., Ђурић, М., (2010), Систем менаџмента квалитета, ФОН, Београд
3. Филиповић, Ј, Крсмановић, М. и Хорват, А., Менаџмент и квалитет (у штампи), ФОН, Београд
4. Evans J. R., Lindsay W. M., (2009), Managing for Quality and Performance Excellence, South-Western Cengage Learning
5. Gryna F.G., Chua R.C.H., DeFeo J.A., (2010), Juran's Quality Planning and Analysis, McGraw Hill
6. Dettmer H. W., (2007) , The Logical Thinking Process: A Systems Approach to Complex Problem Solving, American Society for Quality, Quality Press
7. Mauch P. D., (2009), Quality Management: Theory and Application, CRC Press
8. Cyaja R., Blair J., (2005), Designing Surveys – A Guide to Decisions and Procedures, Pine Forge Press, Sage, USA
9. Okland S.J., (2008), Total Quality Management –text with cases, Elsevier, UK
10. Juran, J. M., Godfrey, A. B., Hoogstoel, R. E., Schilling, E. G., (Editors), (1999), Juran's Quality Handbook, McGraw-Hill, USA

The number of class hours per week**Lectures: 3****Research study: 4****Teaching methods: Interactive lectures, workshops, case studies,****Evaluation/Grading (maximum 100 points)**

Research paper

40

Written exam

30

Verbal exam

30

Course:		
Human Resource management – selected chapters		
Teacher: Mihailović M. Dobrivoje, Milosavljević Đ. Gordana, Šantrić-Milićević Milena		
Course status: elective		
ECTS points: 10		
Prerequisites: none		
Course objective: Adoption of theoretical knowledge and practical skills in multidisciplinary field with human resource management as central area inside organizational sciences with application in health care system.		
Learning outcomes: Enabling students for independent scientific work in the field and leading work and expert teams and organizations on human resource management positions in health care organizations.		
Course structure and content:		
<p>Relations between science and phenomena of human resources. Scientific field of human resources in social sciences and humanities. Origins, development and perspectives of human resource management. Strategic approach to human competencies. Characteristics of human resource management. Basic organizational and operational functions of human resource management. Job analysis, job design and planning. Job classification and systematization. Recruitment and selection of human resources. Placement and employee orientation. Material stimulation and developmental motivation of employees. Training and education of employees. Employees' career management. Human resource management functions. Employees' profiles in department for human resource management. Main problems in human resource management in health care: conflicts, communication, job satisfaction. Human resource management in health care system. The future of human resource management in health care system.</p> <p>Students engage in research work in Center for Human Resource Management and in business systems with departments of human resource management. Through seminar paper students conduct research of defined problem and formulate it as appropriate for scientific conferences.</p>		
Literature/Readings:		
<ol style="list-style-type: none"> 1. Orlić R., Human Resource Management, FOS, Belgrade, 2007. 2. Vujić D., Human Resource Management, DPS, Belgrade, 2010. 3. Mihailović D., Management – Human Side, FTN, Novi Sad. 2005. 4. De Cenzo/Robins., Human Resource Management, Yon Wiley, 1999. 5. Burgard Horst, Handbuch Personalmarketing, Gebler, Wisbaden, 1998. 		
The number of class hours per week	Lectures: 3	Research study: 4

Teaching methods: Lectures, assignments, trainings, essays, projects and case studies.

Evaluation/Grading (maximum 100 points)

- Activities in class **10 points**
- Test **20 points**
- Essay **30 points**
- Written exam **40 points**

<p>Course:</p> <p>Performance Management</p>
<p>Teachers: Martić M. Milan, Žarkić-Joksimović A. Nevenka, Filipović S. Vinka, Levi-Jakšić I. Maja, Jaško O. Ondrej, Petrović B. Nataša, Damjanović Ž. Vesna, Vasiljević Nađa, Jevtić V. Miloš</p>
<p>Course status: Elective</p>
<p>ECTS points: 10</p>
<p>Prerequisites: None</p>
<p>Course objective</p> <p>To present both theoretical and practical knowledge in the field of performance management through approaches, models, methods and techniques for management support at strategic and operational level. To acquire knowledge of performance measurement and monitoring as a part of a unique system of performance management which brings together constant operations improvement and meeting strategic goals.</p>
<p>Learning outcomes</p> <p>Students are able to follow the latest knowledge in the field of performance management and to create consistent systems of performance management in practice, taking into account the specificities of a particular organization. Students will gain knowledge about different approaches and models of performance management of an organization, including specific quantitative and qualitative methods and techniques for performance measurement at different levels. Based on the created and selected system of performance measurement and the measurement results, they will be able to identify priorities and directions for performance improvement in order to meet strategic and operational objectives of the organization.</p>
<p>Course structure and content</p> <p><i>Theoretical instruction:</i></p> <p>Systemic and holistic approaches to organization performance; Strategic and operational objectives and setting given performances; Historical/strategic/external/absolute approaches to set performance; Balanced Scorecard approach; Scorecard Strategy map; Selection of key performance indicators in an organization; Generic indicators of operational performance and creation of a consistent model; Performance measurement - model of performance evaluation at the strategic/operational level; Process of managing an organization based on performance measurement; External/internal, long-term/short-term, quantitative/qualitative approaches to performance measurement; Control and priority setting for performance improvement; Managing business improvement based on performance; Benchmarking.</p> <p><i>Practical instruction:</i></p> <p>Quantitative and qualitative performance indicators: economic, financial, technological, organizational; Balanced Scorecard Method; Method of profitability improvement (PIA); Technology performance indicators: predictive methods, objectives matrix, strategic technological diagnosis and responsiveness; DEA method.</p>
<p>Literature/Readings</p> <ol style="list-style-type: none"> 1. Meyer, M. W., Rethinking Performance Measurement, Cambridge University press, Uk, 2002. 2. Levi Jakšić, M., Strateški menadžment tehnologije, FON, Beograd, 2001. 3. Slack, N., Chambers, S., Johnston, R., Operations Management, Pearson, Prentice Hall, England, 2010. 4. Pervez, G., Gronhaug, K., Research Methods in Business Studies, Prentice Hall, 2010.

<p>5. Kaplan, R. S., Norton, D. P. (2004). Strategy maps: Converting intangible assets into tangible outcomes. Boston: Harvard Business School Press.</p> <p>6. Bogetoft P, "Performance Benchmarking - Measuring and Managing Performance", Springer, 2012</p> <p>7. www.performance-measurement.net</p>		
The number of class hours per week	Lectures: 3	Research study: 4
<p>Teaching methods</p> <p>Lectures, labs, analysis of examples from practice, case studies, discussion, team work, various forms of student involvement in the teaching process, student research result presentations, consultation hours and mentorship.</p>		
<p style="text-align: center;">Evaluation/Grading (maximum 100 points)</p> <ul style="list-style-type: none"> • Participation in class 10 points • Practical instruction 10 points • Term paper(s) 20 points • Written exam 30 points • Oral exam 30 points 		

Course:		
Multimedia communications - selected chapters		
Teacher:Starčević B. Dušan,Štavljanin B. Velimir,Minović V. Miroslav,Milovanović M. Miloš		
Course status: Elective		
ECTS points: 10		
Prerequisites: none		
Course objective:		
Deepening previously acquired knowledge and skills in the field of business communication. Enabling students to critically evaluate and apply available approaches and techniques of multimedia communications.		
Learning outcomes:		
Understanding operation and ways of using multimedia communication in modern business. Acquiring knowledge and skills needed for using advanced communication systems.		
Course structure and content:		
Theoretical study.		
Digital Economy and multimedia communications. Multimedia phenomenon, as a dominant mode of representation , accommodation, transport, presentation and perception of information. Human-Computer Interaction. Multimodal communication . Multimedia data types: text and hypertext. Graphics. Animation. Sound. Video. The standards for storage and transmission of multimedia data . Multimedia technologies. Internet and mobile telephony . User interface . Tools. Examples of applications : Application Areas . Gropware. CSCW . Speech. Handwriting recognition . Computer Vision . Comprehensive Computing . Virtual reality . Hypertext . Multimedia. WWW. Animation . Digital video . Computer aided learning (CAL) .		
Research work.		
Research work is done in Laboratory for multimedia communication. The work includes examining possibilities for practical implementation of multimedia communication technologies in laboratory conditions. Student is required to explore a given problem, present the problem state in the form of seminar paper and practically implement the given task in the field of multimedia communications.		
Literature/Readings:		
<ol style="list-style-type: none"> 1. Starčević, D., Štavljanin, V., (2013), „Multimediji“, FON, Beograd 2. R. Steinmetz, K. Nahrstedt, Multimedia Application, Springer Verlag, 2004 3. F. Hallsall, Multimedia Communications, Addison Wesley, 2001 4. Пантовић В., Динић С., Старчевић Д., Савремено пословање и Интернет технологије, ИнГраф, Београд, 2002 5. Сузан Тајлер, Истман, Даглас А. Фергусон, Роберт А. Клајн, Промоција и маркетинг електронских медија, Клио, 2004 		
The number of class hours per week	Lectures: 3	Research study: 4

Teaching methods:

Classes are held in the form of lectures or in the form of individual consultations based on teaching units. The research part involves collecting and studying the relevant literature in the field of multimedia communications with researcher's own critical review in the form of seminar paper suitable for publication. Practical part includes implementation of business multimedia communication example.

Evaluation/Grading (maximum 100 points)

Pre-exam requirements	Points	Final exam	Points
Seminar work	25	Oral exam	50
Work prepared for publication	25		

Course:		
Decision making – selected chapters		
Teacher: Suknović M. Milija, Delibašić V. Boris		
Course status: Mandatory		
ECTS points: 10		
Prerequisites: none		
Course objective:		
Introduction to modern disciplines and methods for decision making. All disciplines and methods are chosen to maximize usefulness in various fields of study, and allow students to utilize them in their own research and for further publishing in scientific journals.		
Learning outcomes:		
Students have surveyed the decision making field of study, and they have acquired enough skill and knowledge to be able to independently continue the research of decision making in their own domain of interest.		
Course structure and content:		
01: Introduction to decision making. 02: Decision making with certainty and risk. 03: Decision analysis. 04: Decision analysis with sampling. 05: Risk analysis. 06: Decision tree and sequential decision making. 07: Utility theory. 08: Multi-attribute utility. 09: Fuzzy systems. 10: Rough set theory. 11: Multi-criteria decision making. 12: Multi-criteria analysis. 13: Group decision making. 14: Interpolative Boolean algebra in decision making. 15: Patterns and decision making.		
Literature/Readings:		
<ol style="list-style-type: none"> 1. Čupić M., Suknović M., Decision making – formal approach, FON, Belgrade, 2008 (in serbian). 2. M. G. Myriam Hunink, Paul P. Glasziou, Joanna E. Siegel, Jane C. Weeks, Joseph S. Pliskin, Arthur S. Elstein, Milton C. Weinstein (2001) Decision Making in Health and Medicine: Integrating Evidence and Values, Cambridge University Press, ISBN-10: 0521770297, ISBN-13: 978-052177029 		
The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods: Classic lecture accompanied by the analysis of scientific papers.		
Evaluation/Grading (maximum 100 points)		
Presentation of scientific papers from M21 category: 20 points		
Written exam: 40 points		
Research proposal: 40 points		

Course:
Organization of business systems
Teacher: Jaško O. Ondrej, Marković M. Aleksandar, Čudanov J. Mladen, Erić Dejan
Course status: Required
ECTS points: 10
Prerequisites: none
Course objective:
To introduce students to the theoretical frameworks and achievements of organizational sciences, research methods, methods of modelling and methods of the improvement of organizational systems.
Learning outcomes:
To get practical and theoretical knowledge related to organizational processes and preparing for knowledge implementation in the process of managing the dynamics of the organization. The main directions of the course are related to the structural and procedural approach to analysis and organizational design so that the candidates will be trained to use their knowledge in the process of improving the organizational structure and organization of the work process. Organizational behaviour will be researched as an approach to an organizing that is based on the impact of the informal organization on formal structures and processes in organizations. Mastering the planned thematic units, students will be able to provide expertise in the field of organization, to develop their own approaches and models of organization in specific organizations, to improve management practice by implementing models and methods of organization of business systems.
Course structure and content:
<i>Theoretical instruction:</i>
Preliminaries - definition of organizational systems, organizations and organizational behaviour. The development of the theory of organization and eclecticism. Organizational structure - factors, elements, models. The impact of technology on the organization of the work process. The impact of ICT on the organizational structure, communication and decision-making models. Organization and productivity. Hierarchical models of an organization. Contemporary models of organization - the network models and other models of flexible organization. The organization and management of human resources. Organizational learning and knowledge management.
<i>Practical instruction:</i>
The use of research methods, design methods and methods of rationalization of organizational systems. Analysis of selected case studies. Defence research papers.
Literature/Readings:
<ol style="list-style-type: none"> 1. Popović N, Jaško O, Prokić S (2009) Menadžment interorganizacionih odnosa – <i>outsorsing, strateške alijanse, merdžeri i akvizicije</i>. Beograd, Srbija: Institut za ekonomske nauke. 2. Zilka C, 2009, Business Restructuring: An Action Template for Reducing Cost and Growing Profit, John Wiley and the Sons. 3. Dulanović Ž, Jaško O, 2007: Organizaciona struktura i promene, FON, Beograd 4. Daft R, 2004, Organizational theory and design, Thomson South-Western, Ohio, USA Crandall W.R, Parnell J, Spillan J, 2010, Crisis Management in the New Strategy Landscape, Sage

The number of class hours per week	Lectures: 3	Research study: 4	
Teaching methods: Lectures and mentoring.			
Evaluation/Grading (maximum 100 points)			
Pre-exam requirements	Points	Final exam	Points
Participation in class	10	Oral exam	50
Term paper/papers	40		

Course:		
Organizational Behavior and Culture		
Teacher: Mihailović M. Dobrivoje, Jaško O. Ondrej, Jevtić V. Miloš		
Course status: elective		
ECTS points: 10		
Prerequisites: none		
Course objective: Acquiring theoretical knowledge from scientific field of organizational behavior in context of wide cultural community and its characteristics. Application of gained knowledge in solving real time problems in organizations.		
Learning outcomes: Capabilities for application of knowledge in the field of organizational behavior and culture in designing, organizing and leading organizations and their parts. Competencies for application of basic and applied scientific methods, techniques and practical procedures in the field of organizational behavior and culture.		
Course structure and content:		
Introduction to organizational behavior and culture. Individual factors of organizational behavior. Group factors of organizational behavior. Organizational factors of organizational behavior. Manifestations of organizational behavior. Influence of culture on organizational behavior.		
Application of instruments for evaluation of competencies in organizational behavior. Exercise: "Resolving conflict". Case study analysis. Essay in the field of organizational behavior and culture according to chosen topics.		
Literature/Readings:		
<ol style="list-style-type: none"> 1. Mihailović D, „Organizational Behavior“, FON, Belgrade, 2009. 2. Grinberg D, Baron D.A, „Behavior in Organizations“, Belgrade, 2008. 		
The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods: Lectures, assignments, trainings, essays, and case studies. Application of research techniques.		
Evaluation/Grading (maximum 100 points)		
Activities in class 20 points		
Practical activities 20 points		
Essay 20 points		

Oral exam 40 points.

Course:
Entrepreneurial strategies and Business innovation
Teacher: Stošić A. Biljana, Čudanov J. Mladen
Course status: Elective
ECTS points: 10
Prerequisites: none
Course objective:
Mastering knowledge of the entrepreneurship social significance, entrepreneurship economic potential, entrepreneurial process structure, entrepreneurial ideas sources, entrepreneurs qualities and skills, entrepreneurship impact on the development of economic structure of a country and the role of entrepreneurship in managing modern companies. Acquisition of knowledge in the field of design and process management – business innovation projects through development of new products, services, processes, technology, organization, from idea to realization.
Learning outcomes:
Enabling students for independent scientific research and practical work in the field of entrepreneurial activities design and guidance of individuals, companies and society as a whole. Students will be qualified to provide expertise in the field of entrepreneurship, to develop their own entrepreneurial ideas to improve management practice implementing models and methods of individuals' and companies' planning and entrepreneurial activities. Students will be qualified to critically evaluate and improve the social and economic environment in which the process of entrepreneurship is realized and in which entrepreneurs operate. Ability to design and manage all phases of the innovation process and innovation portfolio; identification of the role of business innovation and development from enterprise level to the national economy; information support - application of expert systems and knowledge-based systems.
Course structure and content:
<i>Theoretical instruction:</i> Entrepreneurship definition. Entrepreneurship economic potential for individuals, companies and society. Entrepreneurship and Innovation - entrepreneurship and innovation process. Innovation process models from idea to realization. Innovation system and innovation infrastructure (innovation centres, business incubators, innovation clusters and networks). Innovation indicators. Entrepreneurial resources (motive, ideas, capital). Entrepreneurship Schools - psychological, economic, managerial. Entrepreneurship in the world. Corporate entrepreneurship. Entrepreneurial strategies. Entrepreneurship and SME development. Social infrastructure for entrepreneurship development. Forms of entrepreneurship support (financial or otherwise). Entrepreneurs associating. Entrepreneurial planning (business plan, development plan, contingency planning, plan and risk). Entrepreneurship and internet technology. Specific aspects of entrepreneurship - social entrepreneurship, women entrepreneurship, youth entrepreneurship. Innovation theory. Business innovation and entrepreneurship. Business innovation management from new business ideas to the development and implementation of new products, services, processes, technology, organization, marketing. Innovation as a management process. Business innovation model. Relationship between business innovation and research and development activities. Innovative organizations (types, characteristics, organizational structure and culture). Innovation strategy and innovation chain. Business idea management. Innovation process models. Linear-sequential models. Integrative models. National Innovation System and innovation infrastructure. Innovative performance.

Practical instruction: Entrepreneurship development through history. Personality and characteristics of entrepreneurs. Entrepreneurial cycle - from idea to implementation. Entrepreneur's business planning. Sources of business ideas financing. Risk management and entrepreneurship. The organization of small and medium-sized enterprises. Market research as a source of entrepreneurial ideas. Research and development and entrepreneurship. Evaluation of entrepreneurial ideas and business plans. Clusters, alliances, cooperatives, business incubators and other forms of entrepreneurship support infrastructure.

Literature/Readings:

Drucker, P. Inovacije i preduzetništvo: praksa i principi, Privredni pregled, Beograd, 1991.

Strauss S, The Business startup Kit, Dearborn Trade Publishing-Kaplan Professional, Chicago, 2003.

Livingston J, Founders at Work: Stories of Startups' Early Days, Springer-Verlag New York, 2007.

Brauni A., Gherardi S., Poggio B., Gender and Entrepreneurship-An Entrepreneurship Approach; Routledge, 2005.

Foster R., Innovation, the Attacker's Advantage; Summit Books, 1986.

Schumpeter J.A.: Capitalism, Socialism, Democracy; Harper&Row, New York, 1950.

Stošić, B., Innovation Management - Innovation Projects, Models and Methods, Faculty of Organizational Sciences, Belgrade, 2013.

Gupta, P. Business Innovation in the 21st Century, Accelper Consulting, 2007.

Chesbrough, H., Open Business Models: How to Thrive in the New Innovation Landscape, Harvard Business School Press, 2006.

Trott, P., Innovation Management and New Product Development, Prentice Hall, 2005.

European Commission, Enterprise DG, Benchmarking of Business Incubators, 2002.

OECD, Eurostat, Oslo Manual - Guidelines for Collecting and Interpreting Innovation Data, Joint Publication, 3rd Edition, 2005.

The number of class hours per week	Lectures: 3	Research study: 4
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Teaching methods:

Demonstrative method, case studies, learning through cooperative work on solving practical problems, independent student research and problem solving on basis of the obtained tasks.

Evaluation/Grading (maximum 100 points)	
Class Discussion and Exercises	5
Tests	50
Oral examination	45

Course:		
Contemporary economics		
Teacher: Kragulj P. Dragana, Ilić J. Bojan, Setnikar Cankar Stanka, Jednak J. Sandra		
Course status: elective		
ECTS points: 10		
Prerequisites: none		
Course objective:		
Gaining knowledge related to the contemporary economics, as well as the managerial choice of suitable alternatives starting from the economic criteria. Enabling students for independent scientific research according to the conditions that are set by the development of knowledge-based economy.		
Learning outcomes:		
Mastering of theoretical approaches, models and methods in the field of contemporary economics and ability to solve practical problems in the process of managing on the macro and microeconomic level.		
Course structure and content:		
Contemporary economic theories and business practice. Macroeconomic models and macroeconomic analysis. Market and principles of microeconomics. Market structures. Investments and economic development. Contemporary enterprise and applied business economics. Relevant economic indicators. Managerial choice of business alternatives based on economic criteria. New approaches and methods of performance measurement. Competitive strategies. Economic functions of the government and economics of the public sector. Environmental Economics. Globalization and regional economic integrations. Economics of the European Union. The Europeanization of businesses. Application of ICT in the economy and new types of businesses on the Internet .		
Literature/Readings:		
Milićević V., Ilić B., <i>Ekonomika poslovanja</i> , Fakultet organizacionih nauka, Beograd, 2009., (selected chapters);		
Kragulj D., <i>Ekonomija - Osnovi mikroekonomske i makroekonomske analiza</i> , izdanje autora, Beograd, 2013., (selected chapters);		
Ilić B., Milićević V., <i>Menadžment troškova - strategijski okvir</i> , Fakultet organizacionih nauka, Beograd, 2009., (selected chapters);		
Jednak S., <i>Razvoj ekonomije zasnovane na znanju: izazovi i mogućnosti</i> , Zadužbina Andrejević, 2012., (selected chapters);		
Bradford De Long J., <i>Macroeconomics</i> , McGraw Hill, 2009., (selected chapters);		
Pindyck R., Rubinfeld D., <i>Microeconomics</i> , Prentice Hall, 2008., (selected chapters);		
Milićević V., <i>Internet ekonomija</i> , Fakultet organizacionih nauka, Beograd, 2002., (selected chapters).		
The number of class hours per week	Lectures:	Research study:

Teaching methods: Lectures, consultations, mentoring, research		
Evaluation/Grading (maximum 100 points)		
Participation in class: 10 points		
Seminar paper: 40 points		
Presentation of the seminar paper and oral exam: 50 points		

<p>Course:</p> <p>Strategic Management</p>
<p>Teacher: Petrović Č. Dejan, Milićević K. Vesna, Levi-Jakšić I. Maja, Filipović S. Vinka, Mihić M. Marko, Obradović LJ. Vladimir</p>
<p>Course status: Compulsory</p>
<p>ECTS points: 10</p>
<p>Prerequisites: none</p>
<p>Course objective:</p> <p>Understanding the concept of strategic management and its role in modern business. Course objective is also to familiarize students with the theoretical frameworks and enhancements in the field of strategic management. Students should be introduced to the methods and concepts of research and analysis of strategic management as well as with approaches of defining and implementing the strategy.</p>
<p>Learning outcomes:</p> <p>Enhancement of theoretical and practical knowledge concerning Strategic management and development of skills for critical analysis of the process of strategic planning, strategy selection, implementation of strategies, monitoring and evaluation of strategy. Students will be able to conduct independent scientific research as well as the research in the field of strategic management. By completing the planned thematic units, students will be in position to provide expertise in this field of management, to develop their own approaches and concepts of implementation, and to improve practical implementation of models, methods and techniques of strategic management.</p>
<p>Course structure and content:</p> <p><i>Theoretical study:</i></p> <p>The concept of strategic management. Strategic plan. Models of the strategic planning process. Competitive advantages. General and competitive environment. Performance ratings of organization. Identification and selection of strategies. The implementation of the strategy. Strategic control. Human capital as a basis for the intellectual capital of the organization. Strategic leadership and strategic leaders. The dynamics of technology and constantly learning organization. Innovation management. Correlation between change management and strategic management.</p> <p><i>Research work:</i></p> <p>The interconnections between business units. The strategy at the business unit level. Corporate Strategy. The international strategy. Technology strategy. Strategies for entrepreneurial ventures and non-profit organizations. E-business strategy. Strategic decisions making. Methods and techniques of monitoring and evaluation of strategies. Research papers presentation.</p>
<p>Literature/Readings:</p> <p>1. Mintzebrg H.: Rise and Fall of Strategic Planning, Simon & Schuster, 2000</p>

2. Porter M.: Competitive Advantage: Creating and Sustaining Superior Performance, Simon & Schuster, 1998
3. Coulter M: Strategic Management, Fourth Edition, Data status, 2009
4. Dess G, Lumpkin, G, Eisner A: Strategic Management, Third Edition, Data status, 2007
5. Shane S: Technology Strategy for Managers and Entrepreneurs, Prentice Hall, 2009

The number of class hours per week

Lectures: 3

Research study:4

Teaching methods:Lectures and mentoring

Evaluation/Grading (maximum 100 points)

Activity during lectures: 10

Essay: 40

Written exam: 50

Course:
Strategic Financial Management
Teacher: Žarkić-Joksimović A. Nevenka, Benković S. Slađana, Barjaktarović-Rakočević M. Slađana, Terzić-Šupić Zorica, Babić Momčilo
Course status: mandatory
ECTS points: 10
Prerequisites: none
Course objective:
The aim of this course is to provide students with the necessary knowledge and skills that are required to adopt and apply the elements of financial management in the development of health systems and specific professional and managerial practice. In addition, this subject allows the adoption of new and expansion of previously acquired knowledge and skills in the areas of financial management in the health care system. Students will be trained to critically evaluate existing theories, approaches and methods in the field of financial management in the health care system, especially in organizations in the field healthcare.
Learning outcomes:
Understanding the impact of business performances of a health system institution needed for the adequate operational and strategic financial decisions in the health care system. Mastering the simulation method for the purpose of strategic financial management in the health care system. Understanding the specific operational and strategic financial management in different organizational forms according to the criterion of ownership, size, activities, etc. Innovative financial management in the healthcare.
Course structure and content:
Theoretical part:
Financial management system, Improvement of financial processes in health care institutions through a system of appropriate strategic financial management system, Strategic management accounting, financial reporting in health care organizations, Financial statements analysis in the health care system, Working capital management in the health care system, The sources of finance in the health protection, Use of costs in order to manage costs, and for the purposes of business decision-making in health care organizations, Capital budgeting in the health care system, Simulation in strategic financial decision making in the health care, Business performances and key operational, strategic and financial decisions in the health care, Continuity and change in the health care system, Examples: strategic financial decision-making; Drafting and interpretation of financial statements.
Exploratory part:
Student is expected to explore the problem a) in the form of seminar paper, b) in the presentable form, c) in the form which could be published in a journal from SCI or SSCI list
Literature/Readings:
<ol style="list-style-type: none"> 1. Baker J. J, Baker W. R: <i>Health care finance: Basic tools for nonfinancial managers</i>, Jones and Barlett Publishers LLT, USA, 2011. 2. Cleverley O.W, Cleverley O. J, Song H. P: <i>Essentials of Health Care Finance</i>, Seventh edition, Jones and Barlett Publishers LLT, USA, 2011. 3. Finkler A. S, Ward M. D, Baker J. J: <i>Essentials of Cost Accounting for Health Care Organizations</i>, Third

Edition, Jones and Bartlett Publishers, LLT, USA, 2007.		
4. Herkiman G. A: <i>Understanding hospital financial management</i> , Second Edition, Aspen Publishers, Inc, USA, 1986.		
5. Zelman N. W, McCue J. M, Glick D. N: <i>Financial management of health care organizations: An Introduction to Fundamental Tools, Concepts and Applications</i> , John Wiley&Sons, Inc, San Francisco, USA, 2009.		
6. Žarkić Joksimović N: <i>Upravljanje finansijama – osnove i principi</i> , FON, Beograd, 2010. (Odabrana poglavlja)		
7. Žarkić Joksimović N: <i>Upravljačko računovodstvo</i> , FON, Beograd, 2010. (Odabrana poglavlja)		
The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods: The teaching process is realized through lecturing or individual mentoring. The research part includes the collection and study of relevant literature in the field of financial management in the health care system with its own critical review in the form of a seminar paper suitable for publication. The practical part includes a case study. Presentation of the seminar work is done through discussion and active participation of students.		
Evaluation/Grading (maximum 100 points)		
Activities during the semester 10 pts; Written examination 40 pts; Midterm test 20 pts;Seminar paper 30 pts		

Course:
Strategic Project Management
Teacher: Petrović Č. Dejan, Mihić M. Marko, Obradović L.J. Vladimir
Course status: Elective
ECTS points: 10
Prerequisites: none
Course objective:
Understanding the concept of strategic project management and its role in modern business. One of objectives is to familiarize students with the theoretical frameworks and developments concerning the integration of project management and business strategies of the organizations. Students should be introduced to methods and concepts of research and analysis as well as to approaches to defining and implementing strategic project management.
Learning outcomes:
Students will gain theoretical and practical knowledge about the state of the art approaches for creating efficient and effective strategic management, based on integration of business strategy and essential projects. This approach will enable organizations to achieve competitive advantages. Students will develop skills needed in order to perform: critical analysis in the process of project selection, project implementation, monitoring and evaluation of projects and compliance with the organization's strategy. Students will be educated for independent scientific researches and conducting researches in the area of integration of business strategies and projects imperative to organizations. Students will be able to conduct expertise concerning the implementation approaches of strategic project management. Students will also be in position to develop their own approaches and concepts of implementation, and to improve practical implementation of models, methods and techniques of strategic project management.
Course structure and content:
<i>Theoretical study:</i>
The concept of Strategic Management. Models of strategic management. Contemporary approaches (Strategic Management issues; Institutional approach to strategy; Strategic mapping; Resource-oriented approach to strategy). Unsuccessful implementation as a problem of strategic management. The improved model of strategic management. Integration of strategic and project management. Defining mission, vision, goals and strategies of a project. Project planning. The life cycle of the project. The project strategy. Organization and provision of personnel for the project unit and the project team. The critical factors of success. Role of project manager. Management of the project team. Risk Management. Control and evaluation of the project. Strategic and project leadership.
<i>Practical classes:</i>
Corporate Strategy. The strategy at the business unit. The international strategy. Strategies for entrepreneurial ventures, public sector and non-profit organizations. Strategic decisions making process. The strategic focus of the projects. Methods and techniques of planning, monitoring, control and evaluation of strategies. Strategic tools for the management of programs and projects. Project portfolio methods. Strategic map. Balanced scorecard. Performance measurement. Models project maturity.
Literature/Readings:
1. Schmidt T: Strategic Project Management Made Simple – Practical Tools for Leaders and Teams, John Wiley

<p>and Sons, 2009</p> <p>2. Shenhar J. A, Milošević D, Dvir D, Thamhain H, Linking Project Management to Business Strategy, Project Management Institute, Newtown Square, PA, USA, 2007</p> <p>3. Morris, P.W.G, Jamieson, H. A. Translating corporate strategy into project strategy, Project Management Institute, Newtown Square, PA, USA, 2004.</p> <p>4. Coulter M: Strategic Management, Fourth Edition, Data status, 2009th</p> <p>5. Dess G, Lumpkin, G, Eisner A: Strategic Management, Third Edition, Data status, 2007</p> <p>6. Kerzner H.: Project Management: A Systems Approach to Planning, Scheduling and Controlling, 10th edition, John Wiley & Sons, Inc., 2009</p> <p>7. Milošević D, Martinelli R, Waddell J: Program Management for Improved Business Results”, John Wiley & Sons, New York, 2007</p>		
<p>The number of class hours per week</p>	<p>Lectures: 3</p>	<p>Research study:4</p>
<p>Teaching methods:</p> <p>Lectures, exercises, tutorials and independent research student’s work on writing a seminar paper.</p>		
<p style="text-align: center;">Evaluation/Grading (maximum 100 points)</p> <p>Activity during the lectures: 10</p> <p>Essay: 40</p> <p>Written exam: 50</p>		

Course:		
Theory of assets valuation		
Teacher: Žarkić-Joksimović A. Nevenka, Benković S. Sladana, Bogojević-Arsić T. Vesna		
Course status: elective		
ECTS points: 10		
Prerequisites: none		
Course objective:		
<p>The course aims to provide students with the opportunity to expand their knowledge in the area of valuation of assets in efficient market, point them to the available analytical tools, which can be used for this purpose, as well as to the contemporary evaluation skills. In addition, the course aims to develop writing and oral presentations skills, as well as the ability to research in the field of assets valuation in inefficient financial market.</p>		
Learning outcomes:		
<p>Students should understand the importance of evaluating different types of assets in modern conditions, since it allows the efficient asset management and appropriate decision making. Regarding this, it should be expected that students would be able to apply this knowledge and techniques in solving specific problems.</p>		
Course structure and content:		
<p><i>Theoretical part:</i> Valuation in conditions where there is no arbitrage and in continuous time. Valuation of assets with a finite useful life. Valuation of options, forwards and futures. Valuation of bonds. The dynamics of the maturity structure (one-factor models, no arbitrage models). Valuation of corporate bonds. Individual optimization. Problems of creating a portfolio. The analysis of risk and return. Determining the value of assets at one time. Determining the value of assets over many periods in discrete time. Determining the value of assets in continuous time. International valuation of assets. Transaction costs and inefficiency of market.</p> <p><i>Practical part:</i> Exercises, Other forms of teaching, study and research work</p> <p>The student has an obligation to thoroughly investigate the problem he or she wants to process through research, which means that the research of literature and studies in the field of application of individual categories of assets valuation, or the application of certain methods of analysis of assets valuation. The results of the research student should deliver written presentation, suitable for publication and oral presentation of research results, which is suitable for presentation at a scientific meeting.</p>		
Literature/Readings:		
<ol style="list-style-type: none"> 1. Munk C, <i>Financial Asset Pricing Theory</i>, Oxford University Press, UK, 2013. 2. Pennacchi G., <i>Theory of Asset Pricing</i>, Prentice Hall, 2007. 3. Cocharane J.H., <i>Asset Pricing</i>, Princeton University Press, 2005. 4. Skiadas C., <i>Asset Pricing Theory</i>, Princeton University Press, 2009. 		
The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods:		

Teaching is conducted through lectures, as well as through consultation on individual topics that are of students' particular interest. Students are expected, and this will be especially valued, to be prepared for class, and to previously read a number of recommended articles, as well as to be ready for open discussion on a particular issue and / or actively participate in it. Special emphasis will be placed on encouraging students to apply acquired knowledge and the skills they learned, to the specific study and to present research results. In this regard, it is expected that students do original research work that will be presented in class.

Evaluation/Grading (maximum 100 points)

Activities during the semester 25

seminars 50

oral exam 25

Course:		
Business Process Management		
Teacher: Radović M. Milić, Slović D. Dragoslav		
Course status: elective		
ECTS points: 10		
Prerequisites: none		
Course objective: Training students to apply the process approach, to design business system process model, to create a foundation for process management, process management.		
Learning outcomes: By studying the course, students acquire the knowledge and skills to design and establish a system for process management.		
Course structure and content:		
Business processes and process approach. Process engineering. Design process model. Identifying priority, critical and key processes in the business system. Reviewing, improving and reengineering business processes. Methods and techniques for managing key processes. Creating a basis for process management. Translation objectives of the business system to the process (performance) indicators. Definition of responsibilities for process management. Software support for process management. Process management and integrated software solutions.		
Literature/Readings:		
<ol style="list-style-type: none"> 1. Harmon, P., "Business process change: a guide for business managers and BPM and six sigma professionals", Second Edition, Elsevier/Morgan Kaufmann Publishers, 2007. 2. Jeston, J., Nelis, J., "Business process management: practical guidelines to successful implementations", Second Edition, Butterworth-Heinemann, 2008. 3. Jeston, J., Nelis, J., "Management by process: a roadmap to sustainable business process management", Butterworth-Heinemann, 2008. 4. Radović, M., Tomašević, I., Stojanović, D., Simeunović, B., "Inženjering procesa", I edition, FON, Belgrade, 2012. 5. Von Brocke, J., Rosemann, M.: Handbook on Business Process Management I – Introduction, Methods and Information Systems, Springer, Berlin, 2010. 6. Von Brocke, J., Rosemann, M.: Handbook on Business Process Management II – Strategic Alignment, Governance, People and Culture, Springer, Berlin, 2010. 7. Weske, M., "Business Process Management: Concepts, Languages, Architectures", Springer, 2007. 		
The number of class hours per week	Lectures: 3	Research study: 4
Teaching methods:		
Lectures and preparation case study - project "Process management in a particular business system"		
Evaluation/Grading (maximum 100 points)		
Autonomus preparation and oral presentation of the case study - 50 points		
Checking the other theoretical and practical knowledge of the subject - 50 points		

Course:
Change Management - Selected Chapters
Teacher: Petrović Č. Dejan, Jaško O. Ondrej, Čudanov J. Mladen, Obradović LJ. Vladimir, Jevtić V. Miloš, Mihić M. Marko
Course status: Elective
ECTS points: 10
Prerequisites: none
Course objective:
Understanding the concept of change management and its application in terms of the functioning of business and public organizations. One of the course objectives is to familiarize students with the theoretical frameworks and theoretical improvements in the field of change management as well as with the methods and concepts of research and analysis. Students should also be introduced to approaches of defining and implementing change management in complex organizational systems.
Learning outcomes:
Students should enhance theoretical and practical knowledge of change management and the development of skills for critical analysis of the processes of: changes planning, implementing and evaluating the effects of changes in the organization. Improving skills for addressing strategic and organizational problems through the implementation of changes in strategies, structure and behavioural characteristics of members in the organization. Students will be able to conduct independent scientific research as well as the research in the field of change management. By completing the planned thematic units, students will be in position to provide expertise in the field of change management, to develop their own approaches and concepts of implementation, and to improve practical implementation of models, methods and techniques of change management.
Course structure and content:
<i>Theoretical study:</i>
Typology of changes. Sources of changes. Changes planning. The process of changes introduction. Control of changes implementation and changes outcomes. Approach to managing changes. Levels of organizational changes. Human Resources and Change Management. Leadership and changes in organizations. Resistance to changes. Organizational development. Organizational transformation. Restructuring. Reengineering. Restructuring of public enterprises. The learning organization. Downsizing.
<i>Practical teaching : Exercises, Other forms of lectures, Research work</i>
Proactive and reactive approaches to changes. Crisis as a source of changes. The environment as a source of changes. Strategic changes. Transformational change. Changes in the organizational structure. Business processes reengineering. Changes in the structure of ownership. Situational analysis. Defining goals of changes. Changes in organizational culture and traditions. Managers, leaders and change agents. Project management changes. Characteristics of introducing changes in the Serbian organizations.
Literature/Readings:

1. Dulanović Ž, Jaško O: Organizational structure and change, FON, Belgrade, 2008

2. Gouillart F, Kelly J: *Transforming the Organization*, McGraw-Hill, Inc., 1995

3. Janićijević N: Change Management, Faculty of Economics, Belgrade, 2007

4. Popovic N, Jaško O, Prokić S: Management of interorganizational relations, SEC, Belgrade, 2010

5. Jovanovic P: Change Management, YUPMA, Belgrade, 2006

The number of class hours per week

Lectures: 3

Research study: 4

Teaching methods:

Monologue method, demonstrative method, case studies, learning through joint work on solving practical problems, self-study based on troubleshooting of previously defined tasks.

Evaluation/Grading (maximum 100 points)

Activity during the lectures: 10

Essay: 40

Written exam: 50

Course:
Research proposal
Teacher: All teachers involved in the study program
Course status: Mandatory
ECTS points: 30
Prerequisites: /
Course objective
<p>The main objective is to prepare students for independent research work on his doctoral dissertation, and the case study can be viewed as the first phase of doctoral thesis. With the help of mentors, students will be prepared that, with the conquest necessary scientific research methods and instruments, and with the application during the study gained extensive and deep scientific-professional and professional application of knowledge, on the eve of a specific current problem, set a plan and expose its resolution. Defence accession, the student acquires 30 ECTS.</p>
Learning outcomes
<p>The outcome of the course the student is qualified for independent research work in the electoral area. Who is able to find an available and accessible scientific literature that analyzes and to prepare a comparative review of existing approaches and solutions. Student is able to set its own criteria for critical evaluation of existing solutions and that in this sense the eve of the advantages and disadvantages of such solutions. Is capable on the basis of the previous analysis on the eve of a current problem for the studied scientific field it believes may be over independent research to provide significant scientific contributions. Student is able to describe the form of the expected scientific contributions, exposed to initial hypotheses and the expected scientific results. Also, is able to specify the basic research methods that will be used in solving the problem and to explain their choice, indicating the research plan with the planned implementation schedule, indicating the outline of the content of work as presenting the research results and the literature indicate that you will use in the study.</p>
Course structure and content
<p>After passing all exams and gaining 90 ECTS, the student chooses a mentor and with the active support of SIR conducted in the laboratory or research centre of the Faculty. Student explores the problem which is the subject of his interest. The specific content of the work depends on the chosen electoral areas. Access work on doctoral studies should be structured so that the student demonstrate extensive knowledge and deep understanding of the problem in the part of the study area that is studied in doctoral studies, so it will spread based on a comprehensive literature review of the identified problems in a given scientific field, as well as known ways of solving these problems; provide their own critical review of the presentation described the problems and solutions; identify the actual problem, or problems in the scientific field that would conduct independent research and the goals you would like to accomplish these studies; exposed form of the expected scientific contribution (new model, new equipment, new approach, ...); exposed initial hypotheses and the expected scientific results, indicate the basic research methods that will be used in solving the problem and to explain their choice; specify the research plan (research phase, the use of research methods in individual aspects of research) with the proposed implementation schedule, indicating the outline of the content of work as presenting the research results (at least to the level of the sections in the chapters, preferably up to the third level of the hierarchy), indicating the literature that will be used in the study.</p>
Literature/Readings
Number of classes:

Lectures: 2	Research study:18
<p>Teaching methods</p> <p>Rules on doctoral studies of the Faculty contains detailed application process, workflow and defense of the access operation. After consultation with the prospective mentor candidate submits a wider research topic Chamber of the faculty. Larger evaluates and determines the suitability of topics mentor. Once approved topic, a student in the laboratory or research center explores the theme with the help of mentors, where is mandatory to use the literature indicated that his mentor. Periodically in consultation with the supervisor checks the student's progress and if necessary further directs. Student if necessary perform certain measurements, tests or statistical data. Access work is defended before a panel that determines the evening after reports of mentors that work <i>zabršen</i>. Defended the access operation is a requirement for applying for a doctoral dissertation.</p>	
<p style="text-align: center;">Evaluation/Grading (maximum 100 points)</p> <p>Research proposal (50 points)</p> <p>Defense research proposal (50 points)</p>	

Course:	
Final exam	
Teacher: All teachers involved in the study program	
Course status: Mandatory	
ECTS points: 60	
Prerequisites: /	
Course objective	
<p>Doctoral dissertation should be an original and independent scientific work, which contributes to the development of scientific thought, and that the methodology of treatment and the degree of contribution to science is suitable for determining a candidate's ability to act as an independent researcher in the selected field of science.</p>	
Learning outcomes	
<p>The student is qualified for independent scientific research in order to solve the problem. Student is able to find an available and accessible scientific literature that analyzes and to prepare a comparative review of existing approaches and solutions. Student is able to set its own criteria for critical evaluation of existing solutions and that in this sense the eve of the advantages and disadvantages of such solutions. Student is able to identify and formally put the problem in the domain of the attached. Student is able to describe the shape of the expected scientific contributions, exposed to initial hypotheses and the expected scientific results. Capable of using different research methods in solving the problem, to explain their choice, set research plan and determine the implementation schedule.</p>	
Course structure and content	
<p>Student explores the problem which is the subject of his interest, addresses the results obtained during the research and presents them in a format suitable for publication. The specific content of the doctoral thesis depends on depends on the considered problem, research methods, processing of results and ways of interpretation and presentation of findings.</p>	
Literature/Readings	
Number of classes:	Research paper: 20
Teaching methods	
<p style="text-align: center;">Evaluation/Grading (maximum 100 points)</p> <p>Working on thesis: 50 points Thesis defense: 50 points</p>	