



HIGHER BUSINESS SCHOOL OF PROFESSIONAL STUDIES LESKOVAC



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ABOUT THE SCHOOL

The School has started work, as an independent institution, on January 25th 1976. by separating from Educational economic center “Đuka Dinić“, under the name of Higher school of trade and catering. The School changed its name in 1981. in Higher School of vocational education „Svetozar Marković” after which Republican Committee for education of workers and physical education FR Serbia, pursuant to article 31, paragraph 3 of the Law on Vocational Education on the basis of the submitted request of Higher School and Report of Committee’s commission from July 3rd 1987., issued a decision on fulfillment of conditions for the realization of educational curricula at High Business School in Leskovac from the school year 1987/1988. In the course of its work, High Business School has changed its study programs and curricula several times.

After moving to premises owned by Faculty of Technology in 19 Durmitorska in 2000. School’s management shifts its focus to the adaptation of new premises so as to provide its students and employees with adequate conditions for the realization of the teaching process. Initially, the School had 1 amphitheater, 3 classrooms and several teachers’ rooms modest in both size and equipment. Moreover, both furniture and IT equipment that the School had at its disposal at that time was rather poor and outdated. Each year, in line with its financial capacities, School allocated funds for replacement and procurement of new office furniture, IT equipment and increase of School’s library fund. In 2001. School was able to equip an IT lab with 20 computers and 1 projector which significantly increased the quality of the teaching process.

The School took on an active approach to including its students in its projects so that the following school year a great number of students took part in a project called “Top sim” in which, the above mentioned, new IT lab was predominantly used. Anyhow, the project “Top sim” was realized with the help of great number of School’s teachers, students’ reactions were excellent as they were, divided in groups, given an opportunity to manage virtual companies. This way, students, besides gaining in practical experience in managing certain companies also learned about team work and enhanced their team spirit as at the end of each workshop, the best students were selected. An important part of the educational process was practical training so that the entire School management worked on offering students as greater an opportunity to directly communicate with different enterprises so that they could, in practice, revise the acquired theoretical knowledge.

Parallel to its basic educational activity, School worked on developing cooperation with other higher education institutions (from Serbia and abroad) through organization of seminars and professional training courses. More important changes occurred in 2006. when the School started preparing for new organization of work based on Bologna Declaration and started work on accreditation of new study programs. School introduced a faster internet connection and it launched an official website which enabled all students, especially those coming from afar, to have better access to information on their studies and School’s activities. School bought additional computers and projectors which greatly enhanced the quality of the teaching process in line with requirements of Bologna Declaration.

With transition to Bologna system, and in line with the Law on Higher Education, School hired a number of teaching associates, which until then was not customary. With the utmost help from more experienced professors, these young people had the opportunity to, at the very start of their career, become familiarized with work in education and to acquire great experience important for their further professional development.

School year 2005/2006 marked the beginning of School's preparation for transition to Bologna system of work. Namely, School took on the task to fully adjust its study programs; moreover, School took on a project "School for the future" which included the construction of a new School building. Besides these activities, the focus shifted onto international cooperation first and foremost with educational institutions from Norway, Slovenia, Greece and Macedonia. Higher Business School of Professional Studies from Leskovac now had the task of producing young experts with applicative knowledge who are ready to, immediately after their graduation and without the need for additional training and internship, actively participate in the execution of tasks and assignments for which they have been trained. This in turn leads to an increase in entrepreneurial potential and creates a human resources basis for socio-economic development of the entire region and meets educational needs of ever developing regional economy by providing opportunities for retraining and additional training and creates opportunities for life-long education and professional development.

The following tasks were set: provision of quality education based on modern study programs in accordance with the trends in the European education as well as active participation in regional socio-economic development through educational and publishing activity, permanent innovations and harmonization of study programs with corresponding study programs in Europe and world on the basis of self-evaluation; permanent improvement of educational process based on the increase of teaching competencies and the use of modern teaching-technical aids and software simulations; further development of regional and international cooperation with economic and educational organizations and institutions through organizations of seminars, symposia, conferences and scientific forums; active support to regional socio-economic development through participation in domestic and foreign projects of regional socio-economic development.

School participated in a great number of projects in the role of lead project partner. The most important project the School successfully completed in September 2011. was "Evaluation and enhancement of the educational process at High Business School in Leskovac – School for the future". This project included the evaluation of study programs of High Business School in Leskovac and their harmonization with modern tendencies in European education together with the provision of both technical and spatial conditions all in line with the principles of Bologna Declaration. In this project, the School cooperated with the government of Kingdom of Norway, Ministry of Education and Science of Republic of Serbia and local self-government.

School organizes and realizes the following I level (undergraduate professional studies) study programs:

- Finance, accounting and banking;
- Management of business and logistics;
- Tourism and hospitality;
- Management of food technology and gastronomy;
- Business informatics and e-business;

as well as one graduate professional studies program – Business economics and management.

ADMITION REQUIREMENTS – UNDERGRADUATE STUDIES

Higher Business School of Professional Studies in Leskovac determines the number of students it enrolls on the basis of the Decision of the Republic of Serbia on the number of students to be enrolled in the first year of studies with schools founded by the Republic of Serbia.

Candidates applying for admission must pass an entrance exam which includes program content studied in high school or an aptitude and ability test. Candidate who has passed Matura exam does not have to take the entrance exam. Candidate with an inadequate professional Matura can be instructed to pass certain subjects of general Matura.

Foreign citizen can enroll under same conditions as a Serbian citizen if he/she knows the language in which the teaching is conducted. Placement test is conducted in front of commission made up of three members (School's professors). Commission assesses reading and writing skills as well as overall communication in the language in which teaching takes place and they form a final grade on the level of knowledge of the language in which teaching takes place (the grade can be positive or negative).

Higher Business School of Professional Studies in Leskovac announces a Call for enrolment at study programs realized by the School. The total number of students for each study program is determined on the basis of the valid work permit.

All candidates with high school diploma or passed general Matura exam are eligible to enroll at undergraduate professional studies. The selection criteria is based on entrance exam results and overall high school performance (except for candidates with passed general Matura exam).

Preliminary lists of admitted candidates are made according to the total score of each candidate (total score is determined based on the above mentioned selection criteria). The candidate can acquire a total of 100 points. Overall high school performance represents the sum of average grades for all subjects for all high school grades multiplied by 2 (two). A minimum score that a candidate can thus obtain is 16 and maximum is 40 points. Overall high school performance is rounded to two decimals.

Candidate can score a minimum of 0 and a maximum of 60 points for the entrance exam. The candidate with passed general Matura exam does not have to take the entrance exam. The grade a candidate receives for his Matura exam is converted to a proportionate number of points (maximum of 60 points) and is added to the number of points earned on the basis of overall high school performance (minimum of 16 and a maximum of 40 points), which makes up a total of 100 points.

Call for enrolment is published in accordance with the Law on Higher Education and the Decision of the Republic of Serbia. Candidates wishing to enroll must submit the following documentation when applying for enrolment:

- Original transcripts of records for all high school grades,
- Original High School Diploma,
- Original birth certificate,
- Proof of payment of entrance exam fee,

Application form with following information:

- Name of the study program for which the candidate is applying,
- Name of the subject that the candidate wishes to have on his/her entrance exam (the candidate must choose 2 out of 4 offered subjects)
- Name of the foreign language that the candidate learned in high school,
- Name,
- Name of one parent,

- Surname,
- Personal identification number,
- Place of birth, republic or state,
- Date of birth,
- Address of residence,
- Contact number,
- Name of the previously completed school,
- Sex.

The candidate can take the following subjects at the entrance exam:

- Basics of economy,
- Basic informatics,
- Mathematics and
- Business economy.

When completing the application form, the candidate must opt for two out of four offered subjects.

Candidates applying for study program **Tourism and hospitality** must take Geography and choose one other subject (out of 4 offered): Basics of economy, Basic informatics, Mathematics or Business economy.

Candidates applying for study program **Management of food technology and gastronomy** take the entrance exam from one of the following subjects: Basic informatics, Biology, Chemistry and Mathematics.

Candidates applying for study program **Business informatics and e-business** take the entrance exam from one of the following subjects: Basic informatics and Mathematics.

The entrance exam takes place in School's premises. Candidates must have with them a valid ID or passport on the day of the entrance exam. Within 48 hours from the entrance exam, Committee for student enrolment creates a preliminary list of candidates containing the total number of points acquired (entrance exam plus overall high school performance).

Candidates who believe that the order of the candidates on the ranking list has not been determined in a proper way (that described in the published Call for enrolment) can file a complaint to School Director within 24 hours from the publication of the ranking list. School Director is obligated to respond to the submitted complaint within 24 hours from its submission.

Candidate can appeal to Director's decision to the Council of Higher Business School of Professional Studies in Leskovac within 24 hours from the receipt of the above mentioned Decision. Council of Higher Business School of Professional Studies in Leskovac responds to the submitted complaint within 48 hours from its submission. After deciding on submitted appeals, Higher Business School of Professional Studies creates and publishes the final ranking list with all candidates and the total number of points acquired (entrance exam plus overall high school performance). The place a candidate occupies on the list determines whether a candidate has met all conditions to enroll on the first year of studies as well as whether this student will be financed from the budget or will have to pay the tuition.

Final ranking list is the basis for enrolment of candidates. The candidate can be enrolled at the expense of budget of the Republic of Serbia if he/she occupies a position on the final list within the approved number of budget students for Higher Business School of Professional Studies in Leskovac,

provided that the total number of acquired points is at least 51.

Candidate paying tuition can be enrolled at particular study program within the approved number of candidates who are paying the tuition provided that a candidate has earned at least 30 points.

Candidates who have met enrolment requirements must enroll within 15 days. Accepted candidates have to submit the following documentation:

- Original birth certificate,
- Original transcripts of records for all high school grades,
- Original High School Diploma,
- Two registration forms (so called ŠV-20 forms),
- Index (student booklet),
- Two photos 4 × 6 cm,
- Proof of payment of tuition fee (for self-financed students)
- Proof of payment of health-support fund.

If the candidate who has gained the right to enroll at the first year of studies does not exercise his/her right within the set deadline, Higher Business School of Professional Studies in Leskovac will enroll another candidate in the place of the candidate who failed to enroll within the set deadline. In this case, the School must consider the order of candidates on the final ranking list. The School will publish Second Call for enrolment if there are any available places for a particular study program. The same applies for Third Call for enrolment.

Higher Business School of Professional Studies in Leskovac determines the tuition fee for students (Decision on tuition fee) for self-finances students. Tuition covers study expenses for one school year. Tuition is determined based on: gross salaries by job coefficients and value points determined by relevant ministry; amortization of objects and equipment; material costs; costs of modernization and enlargement of book fund; software licensing costs; costs of professional development of professors and teaching assistants; costs of international cooperation and modernization of study programs; web hosting and internet leasing costs; publication costs; costs of cooperation with regional chambers and labor market on the improvement of study programs and harmonization of competencies of graduate students and learning outcomes with market demands; costs of provision of conditions for disabled students; costs of organization of professional development of students (in Serbia and abroad).

Tuition fee is determined on the basis of the total number of ECTS for subjects (in accordance with the law) that a student has selected to attend when enrolling. Tuition fee includes fees for regular services which Higher Business School of Professional Studies provides to a student within the framework of the realization of a study program, and in line with a particular decision.

Candidate who passes the entrance exam for a particular study program and who is below the approved number of students to enroll at that particular study program can, by submitting a written statement, request to be enrolled at other study program with available places. The candidate who passed the entrance exam at a different higher education institution, can, by submitting a personal request and certificate on passed entrance exam, enroll at a study program with available places.

ADMISSION REQUIREMENTS – GRADUATE PROFESSIONAL STUDIES

Candidates eligible to enroll at second level of studies – graduate professional studies at Higher Business School of Professional Studies in Leskovac, are all those students who have successfully completed I level studies of adequate orientation and gained 180 ECTS.

A foreign citizen can enroll under same conditions as a Serbian citizen if he/she knows the language in which the teaching is conducted. Placement test is conducted in front of commission made up of three members (School's professors). Commission assesses reading and writing skills as well as overall communication in the language in which teaching takes place and they form a final grade on the level of knowledge of the language in which teaching takes place (the grade can be positive or negative).

As part of enrolment procedure, candidates will be ranked according to their overall performance (average grade) for I level studies.

Candidates with undergraduate professional studies diploma (field of economic sciences and management in business) can directly enroll at this level of studies. Candidates with undergraduate professional studies diploma (other fields) have to take the following, differential exams: Basics of economy, Business economy and Basics of management.

Call for enrolment is published in accordance with the Law on Higher Education. Candidates wishing to enroll must submit the following documentation when applying for enrolment:

- Original first level studies Diploma,
- Original Diploma Supplement (I level studies),
- Original birth certificate,
- Proof of payment of fee for taking the differential exams (if needed),
- Application form.

Differential exams are taken in the School's premises. Candidates must have with them a valid ID or passport when taking these exams. Higher Business School of Professional Studies creates a ranking list of candidates containing the total number of points acquired according to the above mentioned criteria (deadline is 24 hours from differential exams).

Candidates who believe that the order of the candidates on the ranking list has not been determined in a proper way (that described in the published Call for enrolment) can file a complaint to School Director within 24 hours from the publication of the ranking list. School Director is obligated to respond to the submitted complaint within 24 hours from its submission.

Candidate can appeal to Director's decision to the Council of Higher Business School of Professional Studies in Leskovac within 24 hours from the receipt of the above mentioned Decision. Council of Higher Business School of Professional Studies in Leskovac responds to the submitted complaint within 48 hours from its submission. After deciding on submitted appeals, Higher Business School of Professional Studies creates and publishes the final ranking list with all candidates and the total number of points acquired (criteria mentioned above). Final ranking list is the basis for enrolment of candidates.

Candidates who have met enrolment requirements for II level studies must enroll within the deadline that the School sets.

Accepted candidates have to submit the following documentation:

- Original birth certificate,
- Original first level studies Diploma,
- Original Diploma Supplement (I level studies),
- Two registration forms (so called ŠV-20 forms),

- Index (student booklet),
- Two photos 4×6 cm,
- Proof of payment of tuition fee (for self-financed students)
- Proof of payment of health-support fund.

If the candidate who has gained the right to enroll at the first year of studies does not exercise his/her right within the set deadline, Higher Business School of Professional Studies in Leskovac will enroll another candidate in the place of the candidate who failed to enroll within the set deadline. In this case, the School must consider the order of candidates on the final ranking list. Regular services that Higher Business School of Professional Studies provides within the framework of the realization of this study program are: lecture classes, practice classes; consultations; realization of pre-exam activities; semester verification; mentor work; issuing of graduation certificate.

FINANCE, ACCOUNTING AND BANKING

FINANCE, ACCOUNTING AND BANKING

Study program	Finance, accounting and banking
Independent higher education institution where the study program is realized	Higher Business School of Professional Studies, Leskovac
Higher education institution where the study program is realized	—
Educational and scientific/educational-artistic field	social sciences and humanities
Scientific, technical or artistic field	Economic sciences
Type of studies	Undergraduate professional studies
The scope of studies expressed in ECTS credits	180 ECTS
Title	Bachelor of applied economics (Bachelor applied.)
Length of study	Three years
Year in which began the realization of this study program	
Year in which the realization of this study program will begin (if the study program is new)	2016/2017
Number of students studying on this study program	
The planned number of students who will enroll in this study program	88
Date when the application was accepted by the competent body (name the body)	
Language in which the program is running	Serbian
Year when the program was accredited	
Web address where you can find information about the study program	www.vpsle.edu.rs

Purpose of the study program

Purpose of the realization of the study program **Finance, accounting and banking** is:

- Producing young experts with applicative knowledge who are ready to, immediately after their graduation and without the need for additional training and internship, actively participate in the execution of tasks and assignments for which they have been trained. This in turn leads to formation of a regional human resources basis in the field of finance, accounting and banking;
- study program innovation as a response to contemporary world trends in the field of finance, accounting and banking which results in the introduction of modern electronic systems and applicative software in the field of accounting and financial analysis;
- modern and internationally evaluated study program, harmonized with market demands, offering knowledge on the functioning of the banking system, bank operations, regulations, procedures and business techniques in the field of commercial and investment banking, functioning of financial markets and risk management, analysis of financial reports, application of accounting information for business management and other profit and non-profit organizations, financial management together with the knowledge on planning, decision-making and budget control;
- graduated students capable of managing the financial function in a company, as well as capable to be actively involved in an entire set of activities in business operations of an enterprise (public and private) through simultaneous acquisition of necessary knowledge and skills for starting their own business;
- formed young experts with applied knowledge and skills who will be able to work in banks, other financial organizations and stock exchange by integrating knowledge in the field of accounting, financial analysis, banking, analytical and software skills (e-business and accounting information system) thus transferring experience and positive examples of modern financial institutions;
- employment of young experts with adequate competencies and their retention in undeveloped parts of the south of Serbia which have a positive effect on local economy and its quick progress – this being in line with long-term state strategy for combating poverty and development of underdeveloped areas;
- connecting the information system of Regional chamber of commerce and labor market, the School will be able to respond to market demands in a timely fashion and provide required learning outcomes through permanent modernization of study programs which will contribute to achievement of basic tasks and aims of the School;
- Long-term cooperation of the School with local self-government and numerous private and public enterprises where students will perform their practical training and attend practice classes which will additionally contribute to formation of young experts with adequate competencies.

Study program objectives

Study program objectives include achieving competencies and academic skills together with methods for their realization. The main objectives of the study program Finance, accounting and banking are:

- To develop the ability to analyze, synthesize and evaluate key theoretical concepts in the fields of finance, accounting and banking and their practical application;
- Provide students with a theoretical basis through compulsory subjects but to also offer them a possibility to, through the selection of optional courses on the basis of their personal preferences, define the course of their further professional development;
- Develop students' capacity of critical thinking and discussing, capacity to develop practical models and strategies based on contemporary theory and practice;
- Develop students' analytical and researching skills, problem-solving skills, communication and presentation skills (presentation of research findings in the field of financing, accounting and banking);
- Develop students' ability to systematically and with great precision formulate problems with research, apply relevant methodology and perform detailed problem analysis;
- During the course of their study and especially in the realization of practical training, provide students with an environment in which they can develop the ability to make business decisions in real business situations in the fields of finance, accounting and banking.

The objectives of this study program are in accordance with the basic tasks and objectives of the higher education institution where the program is realized.

The goals of the realization of the study program are clear and unambiguous.

Specific objectives of the study program Finance, accounting and banking;

1. Module Finance and Accounting;

- Realization of this study program (which represents a combination of theoretical and practical knowledge – lectures, practice classes and practical training in renowned economic and financial institutions and book-keeping agencies from Serbia and abroad) will result in personnel capable of directly engaging and performing tasks and work assignments in the field of finance, accounting and banking;
- Familiarize students with accounting segments and tasks performed within them: account assignment, accounting and tax policy, budgeting and projecting of balance sheet, profit and loss account;
- Familiarize students with the basics of financial management with special emphasis on financial planning, financial management of working capital and designing cash flows;
- Familiarize students with methods and forms of analysis and methodology of business analysis with special emphasis on analysis of completed investments, annual financial statement and balance sheet analysis;
- Enable students to successfully plan at a strategic, tactical and operational level, to successfully solve problems in daily operations of a company as well as to evaluate and select the investment projects and analyze the implemented investments;
- Capacitate students to revise financial reports by acquiring and improving knowledge

about organizational-methodological problems of the audit and the code of professional ethics and internal control;

- Familiarize students with basic principles of banking and bank operations, types of bank operations, effects of sudden globalization of banking techniques and products and the process of mobilization, concentration and forms of financial resources placement;
- Acquiring knowledge on functions, possibilities and role of modern information and communication technology and the importance of its use in business systems in the field of finance, accounting and banking;
- Capacitate students to successfully conduct financial and foreign exchange operations in the framework of domestic and international payment operations as well as on the foreign exchange market and to familiarize them with basic financial derivatives and payment instruments used in international payment operations;
- Familiarize students with business culture, ethical and moral values necessary for performing business tasks in business systems in the fields of finance, accounting and banking, as well as to provide them with basic knowledge in sociology, in order to encourage understanding of the activities and interactions of groups and individuals in society;
- Capacitate students to start their own business in finance, accounting and banking by learning about the characteristics, advantages and disadvantages of family and small businesses, as well as the environmental factors that affect its operations;
- Familiarize students with terms such as: knowledge management, learning organization, emotional intelligence, intellectual capital and the importance of applying information technologies for storing and transfer of knowledge with special emphasis on the importance of human resources management in modern business conditions;
- Familiarize students with the essence of management innovations through the method of creating and managing innovations which will have positive effect on business's operations and market position of business systems in the field of finance, accounting and banking;
- Familiarize students with the importance of entrepreneurial organization and operation through creation of short business plans and thus develop with students affinity and initiative for starting their own business;
- Familiarize students with different types of insurance premiums, calculation method, types of capital insurance, ways of solving the life insurance problem in different types of insurance and capacitate them to use simple and complex interest account and to calculate present value of the annuity;
- Familiarize students with theoretical and practical knowledge on organization of business systems and point out the importance of organization in modern business conditions;
- Familiarize students with basic concepts, technologies, infrastructure and problems in the application and management of e-business, various models and areas of application (e-trade, e-marketing, e-banking), as well as software aspects of e-business (Internet applications and web presentation);
- Capacitate students to use accounting information systems by providing them with theoretical and practical knowledge about them, their functions and use to create useful accounting information necessary in business decision-making;
- Capacitate students for communication in foreign languages through enhancement of their knowledge of foreign languages with special emphasis on professional terminology in the field of finance, accounting and banking;

2. Module Finance, banking and insurance;

- Realization of this study program (which represents a combination of theoretical and practical knowledge – lectures, practice classes and practical training in renowned economic and financial institutions and book-keeping agencies from Serbia and abroad) will result in personnel capable of directly engaging with and performing tasks and work assignments in the field of finance, accounting and insurance;
- Familiarize students with accounting segments and tasks performed within them: account assignment, accounting and tax policy, budgeting and projecting of balance sheet, profit and loss account;
- Familiarize students with the basics of financial management with special emphasis on financial planning, financial management of working capital and designing cash flows;
- Familiarize students with methods and forms of analysis and methodology of business analysis;
- Enable students to successfully plan at a strategic, tactical and operational level, to successfully solve problems in daily operations of a company as well as to evaluate and select the investment projects and analyze the implemented investments;
- Capacitate students to revise financial reports by acquiring and improving knowledge about organizational-methodological problems of the audit and the code of professional ethics and internal control;
- Familiarize students with basic principles of banking and bank operations, types of bank operations, effects of sudden globalization of banking techniques and products and the process of mobilization, concentration and forms of financial resources placement;
- Acquiring knowledge on functions, possibilities and role of modern information and communication technology and the importance of its use in business systems in the field of finance, accounting and banking;
- Familiarize students with business culture, ethical and moral values necessary for performing business tasks in business systems in the fields of finance, accounting and banking, as well as to provide them with basic knowledge in sociology, in order to encourage understanding of the activities and interactions of groups and individuals in society;
- Capacitate students to start their own business in finance, accounting and banking by learning about the characteristics, advantages and disadvantages of family and small businesses, as well as the environmental factors that affect its operations;
- Familiarize students with terms such as: knowledge management, learning organization, emotional intelligence, intellectual capital and the importance of applying information technologies for storing and transfer of knowledge with special emphasis on the importance of human resources management in modern business conditions;
- Familiarize students with the essence of management innovations through the method of creating and managing innovations which will have positive effect on business's operations and market position of business systems in the field of finance, accounting and banking;
- Familiarize students with the importance of entrepreneurial organization and operation through creation of short business plans and thus develop with students affinity and initiative for starting their own business;
- Familiarize students with different types of insurance premiums, calculation method, types of capital insurance, ways of solving the life insurance problem in different types of insurance and capacitate them to use simple and complex interest account and to calculate present value of the annuity;

- Familiarize students with theoretical and practical knowledge on organization of business systems and point out the importance of organization in modern business conditions;
- Familiarize students with the notion of and basic types of risk which financial institutions and business organizations face as well as with the notion, types of insurance and other techniques which are used to manage risk;
- Familiarize students with the structure and functions of financial markets, types of financial institutions on financial markets, management of financial institutions with special emphasis on stock exchange and work technology on stock exchange and operation of broker-dealer companies;
- Capacitate students to use modern information-communication technology in banking and payment operations, monitoring trends of development of electronic payment systems and recognition of potential risks and economic-social consequences of such development as well as their impact on modern banking operations.

Competencies of graduated students

Mastering the study program **Finance, accounting and banking** students acquire the following general competencies:

- Analytical and critical thinking;
- Ability to practically apply knowledge in the field of finance, accounting and banking;
- Strategic thinking and anticipating activities in the field of finance, accounting and banking;
- Capacity to collect relevant data and analyze it for decision-making in the field of finance, accounting and banking;
- Managing entities in the field of finance, accounting and banking;
- Criticism, self-criticism and ethical commitment;
- Subject-specific competencies.

Mastering the study program **Finance, accounting and banking** students acquire the following subject-specific competencies:

Module Finance and accounting:

- Ability to study key problems in finance, accounting and banking in different business situations;
- Understanding the role of different types of banks and their position in a national and international financial system;
- Ability to understand financial functions and make decisions on collection and use of financial resources, assessment of different sources of financing and management of available financial resources;
- Ability to criticize yourself and others, ethical commitment and practical use of ethical codex in solving particular business situations;
- Ability to analyze overall business's operations and some of its parts, assess, select investment projects and analyze the completed investment;
- Ability to start one's own business in the field of finance, accounting and banking;
- Ability to apply theoretical and practical knowledge on organizations and finance management in business systems in the field of finance, accounting and banking;
- Ability to perform managerial tasks and manage human resources in economic and financial institutions;
- Ability to apply acquired general and specific competencies necessary for linking economic theory and mathematical methods and models in modeling and interpreting information on types and premiums of capital insurance and life insurance;
- Implementation of a strategic approach in financial management and assessment of the role and importance of the application of information technology in finance, accounting and banking;
- Ability to make practical use of information technology as a tool for solving financial and accounting problems;
- Ability to analyze, control and audit financial reports;
- Ability to apply models and strategies based on modern theory and practice in the field of finance, accounting and banking;
- Ability to apply relevant methodology for research, detailed problem analysis and apply acquired skills in communication, presentation of knowledge, research, analysis and problem solving (independent or team work) in the field of finance, accounting and banking;

- Understanding the importance and the need for continuous learning and development of knowledge, understanding the fact that knowledge and creativity imply innovations together with ability to apply innovative strategy for the purpose of better entrepreneurial organizing and operations in the field of finance, accounting and banking;
- Book keeping, organization of accounting in an enterprise, preparation of financial reports and use of obtained information in decision-making;
- Ability to conduct foreign exchange operations in domestic and international payment operations.

Module Finance, banking and insurance:

- Ability to study key problems in finance, accounting and banking in different business situations;
- Understanding the role of different types of banks and their operations in national and international financial system;
- Ability to understand financial functions and make decisions on collection and use of financial resources, assessment of different sources of financing and management of available financial resources;
- Ability to criticize yourself and others, ethical commitment and practical use of ethical codex in solving particular business situations;
- Ability to analyze overall business's operations and some of its parts, assess, select investment projects and analyze the completed investment;
- Ability to start one's own business in the field of finance, accounting and banking;
- Ability to apply theoretical and practical knowledge on organizations and finance management in business systems in the field of finance, accounting and banking;
- Ability to perform managerial tasks and manage human resources in economic and financial institutions;
- Ability to apply acquired general and specific competencies necessary for linking economic theory and mathematical methods and models in modeling and interpreting information on types and premiums of capital insurance and life insurance;
- Implementation of a strategic approach in financial management and assessment of the role and importance of the application of information technology in finance, accounting and banking;
- Ability to apply models and strategies based on modern theory and practice in the field of finance, accounting and banking;
- Ability to apply relevant methodology for research, detailed problem analysis and application of acquired skills in communication, presentation of knowledge, research, analysis and problem solving (independent or team work) in the field of finance, accounting and banking;
- Understanding the importance and the need for continuous learning and development of knowledge, understanding the fact that knowledge and creativity imply innovations together with ability to apply innovative strategy for the purpose of better entrepreneurial organizing and operations in the field of finance, accounting and banking;
- Book keeping, organization of accounting in an enterprise, preparation of financial reports and use of obtained information in decision-making;
- Ability to conduct foreign exchange operations in domestic and international payment operations.
- Ability to critically analyze financial institutions' strategies with the understanding of the most important stock exchange operations and work technology on stock exchange;
- Ability to recognize and quantify different types of risks that financial institutions are faced with, prepare reports on risk management and apply relevant techniques for risk

management;

- Ability to apply loan analysis, development of loan amortization plan and ability to perform all types of banking operations;
- Ability to apply theoretical and practical knowledge and basic principles of insurance in solving particular problems in insurance;
- Ability to apply modern information-communication technology in bank operations and payment operations.

Listing of courses by semesters and years of study undergraduate professional studies – study program Finance, accounting and banking

No.	Code	Course	Semester	Type of course	Status	Active teaching			Other forms of teaching	ECTS
						L	P	DON		
First year										
1.	1FAB-MAT	Mathematics	1	A	C	2	2			6
2.	1 FAB -- BST	Business statistics	1	V	C	2	2			6
3.	1 FAB - ACC	Basics of accounting	1	V	C	2	2			6
4.	1 FAB - BUE	Business economy	2	V	C	2	2			6
5.	1 FAB - BAE	Basics of economy	2	A	C	2	2			5
6.	1 FAB - IT	Information technology	2	VA	C	2	3			7
7.	1 FAB - IIF	Introduction to finance	2	A	C	2	1			4
8.	1 FAB - PP	Professional practice (first year)	2	VA	C				6	4
		Optional courses 1a (two courses to be selected)								
1.	1 FAB - SOC	Sociology	1	A	O	2	2			5
2.	1 FAB - BCE	Business culture and ethics	1	A	O	2	2			5
3.	1 FAB - FLESK	English language – beginner’s course	1	A	O	2	2			5
4.	1 FAB - FLFSK	French language – beginner’s course	1	A	O	2	2			5
		Optional courses 1b (one course to be selected)								
1.	1 FAB - FLE1	Business English 1	2	V	O	2	2			6
2.	1 FAB - FLF1	Business French 1	2	V	O	2	2			6
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for 1 year						20×15 =300	20×15= 300			60
Overall amount of learning hours (per year)						600				
Second year										
1.	2 FAB - BMG	Basics of management	3	V	C	2	2			5
2.	2 FAB - BNK	Banking	3	VA	C	2	2			6
3.	2 FAB - BL	Business law	4	V	C	2	0			3
4.	2 FAB - BMA	Basics of marketing	4	V	C	2	2			6
5.	2 FAB - BO	Basics of organization	4	V	C	2	2			5
6.	2 FAB - FAC	Financial accounting and balance	4	VA	C	2	3			7
		Optional courses 2a (one course to be selected)								
1.	2 FAB -	Business English 2	3	V	O	2	2			6

	FLE2									
2.	2 FAB - FLF2	Business French 2	3	V	O	2	2			6
		Optional courses 2b (one course to be selected)								
1.	2 FAB - FAM	Financial and actuarial mathematics	3	VA	O	2	2			6
2.	2 FAB - ETN	Entrepreneurship	3	VA	O	2	2			6
		Optional courses 2c (one course to be selected)								
1.	2 FAB - BP	Business planning	4	VA	O	2	3			7
2.	2 FAB - FBM	Family business management	4	VA	O	2	3			7
		Module finance and accounting								
1.	2 FABR -FFE	Financial and foreign exchange operations	3	VA	C	2	2			6
2.	2 FABR -PP	Professional practice (second year)	4	VA	C				5	3
		Module finance, banking and insurance								
1.	2 FAB - INS	Insurance	3	VA	C	2	2			6
2.	2 FABB -PP	Professional practice (second year)	4	VA	C				5	3
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for II year						20×15 =300	20×15= 300			60
Overall amount of learning hours (per year)						600				
Third year										
1.	3 FAB - FMG	Financial management	5	V	C	3	2			6
2.	3 FAB - PMG	Project management	5	V	C	2	2			5
3.	3 FAB - SMG	Strategic management	6	V	C	3	2			6
		Optional courses 3a (one course to be selected)								
1.	3 FAB - HRM	Human resources management	5	V	O	2	2			5
2.	3 FAB - IMG	Innovations management	5	V	O	2	2			5
		Optional courses 3b (one course to be selected)								
1.	3 FAB - BUA	Business analysis	6	VA	O	2	3			5
2.	3 FAB - KMG	Knowledge management	6	VA	O	2	3			5
		Module finance and accounting								
1.	3 FAB - AIS	Accounting information system	5	VA	C	1	2			4
2.	3 FAB - EB	Electronic business	5	VA	C	2	1	1		5
3.	3 FAB - FRA	Financial reports analysis	6	VA	C	3	2			6
4.	3 FAB - FCR	Financial control and revision	6	VA	C	2	3			7
5.	3 FABR-	Professional practice	6	VA	C				5	3

	PP	(third year)								
6.	3 FABR-FPR	Final paper	6	VA	C					8
Module finance, banking and insurance										
1.	3 FAB - RMG	Risk management	5	VA	C	2	2			6
2.	3 FAB - SE	Financial stock exchange	5	VA	C	1	2			4
3.	3 FAB - FM	Financial markets	6	VA	C	3	2			6
4.	3 FAB - EBT	Electronic banking and payment operations	6	VA	C	2	3			6
5.	3 FAB B-PP	Professional practice (third year)	6	VA	C				5	3
6.	3 FABB-FPR	Final paper	6	VA	C					8
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for III year						20×15 =300	19× 15= 285	1×15 =15		60
Overall amount of learning hours (per year)						600				
Total number of active teaching classes , other classes and ECST for all study years						1800				180

A – academic-general course

V – vocational course

VA – vocational-applicative course

C – compulsory course

O – optional course

L – lectures

P – practice classes

DON – other types of teaching

List of compulsory and optional courses with short course descriptions

Indicative content of the courses

Indicative content of common courses for modules Finance and accounting and Finance and banking

Mathematics

Function mapping. Matrices and determinants. Limit value and continuity of functions. Asymptote. Extract functions. Differential of a function. Fundamental theorems of differential calculus. Analysis of the function. Indefinite and definite integral. Differential equations. Economic functions and their elasticity.

Business statistics

Basic notions and categories in statistics. Measures of central tendency. Measures of variability. asymmetry and ellipticity. Basic theories of probability and models of the theory of distribution. Statistical inference. Hypothesis tests, χ^2 test. Correlation and regression analysis. Index numbers. Analysis of time series. Industrial capacity statistics, labor force statistics. Production statistics. Productivity statistics. Price statistics. Earnings statistics.

Basics of accounting

Classification and types of accounts. Business documentation. Business books. Inventory. Accounting plan and accounting scheme. Fixed assets accounting, monetary assets accounting, claims and liabilities accounting, materials accounting, semi-finished products and finished products accounting, merchandise accounting. Monitoring of sources of financing in accounting. Monitoring of income and expenses in accounting. Reports in accounting. Elements of organization of accounting.

Business economy

Subject, aim, methods and aims of business systems. Forms, types and elements of investment in a business's reproduction. Costs and methodology of cost pricing calculation for products and services. Manifestations of the results of business operations and their distribution. Investment in the growth and development strategy function. Overview of business surroundings and its resources; The functioning of small, medium-scale and large-scale enterprises. Management functions. Departments in a company.

Basics of economy

Economy- subject and the method. Production and income. Results of social reproduction. Consumer confidence. Market. Monetary policy. Shareholding. Profit maximization. Competition. Characteristics of monopolistic competition. Government economic policy. Economic models – the notion and types.

Information technology

Information technology, definition and application in modern businesses. Digital economy. Information systems, definition, characteristics, classification. Basic computer components. Software, definition and classification. Computer networks, definition, development, topology. Internet: development, concepts, services.

Introduction to finance

Financial reports and basic financial indicators. Capital budgeting and risk. Long-term financing of a company. Short-term planning and control. Financial analysis and techniques of financial

analysis. Central bank, business banks. Insurance companies and other financial institutions. Introduction to public finance.

Professional practice (I year)

Practical application and understanding of basic economic terminology. Understanding of socio-economic processes. Familiarization with basic economic laws. Familiarization with basic market laws and competition. Familiarization with economic models. Understanding the position of an enterprise in a business system. Tracking investment, results, and factors of company's reproduction. Distribution and spending of funds. Familiarization with applied methodology of calculation of costs and input price. Analysis of actual business results and their distribution. Assessment of the quality of the company's operations. Familiarization with investments and growth and development strategy of a company. Understanding ambience factors. A critical overview of the organizational structure of the company. Familiarization with business documentation and business books and inventory. Familiarization with accounting plan and elements of organization of accounting. Monitoring of fixed assets, monetary assets, claims and liabilities, materials, semi-finished products and finished products, merchandise, sources of income and expenses. Familiarization with accounting reports. Familiarization with hardware and software resources planning. Familiarization with the benefits of modern operating systems. Use of standard applicative software in business correspondence, presentation making, spreadsheets and charting. Practical use of measures of central tendency, measures of variation, asymmetry and elasticity, probability theory and model of the theory of distribution. Hypothesis tests. Practical use of correlation and regression analysis. Practical use and understanding of the process of financial planning. Application of basic methods and techniques of financial analysis. Introduction to risk assessment. Capacity building in solving particular problems and making relevant business-financial decisions. Capacity to monitor and apply new ideas in company's financing with the necessary use of information-communication technology. Differentiation and understanding of different social relations and taking action in different areas of social life (on local, national and global level). Understanding the importance of business culture. Understanding and application of business and ethical codex in solving particular situations at work. Use of acquired knowledge of foreign languages in business communication and business correspondence with special emphasis of professional terminology.

Sociology

Emergence, development, subject and perspectives of sociology. Methodology of sociological research. Modern sociological theory. Nature, society and man. Structure and organization of society. Social groups and social classes. The notion and types of social institutions and organizations. Culture and society. Social changes and social development. Gender and gender equality. Government, politics and power. Characteristics, aspects and globalization's destiny. Globalization and ecologic crisis. Management as a social phenomenon. Man and organizational behavior. Responsibility, ethical attitude, culture and management. Business ethics. Social functions of conflicts.

Business ethics and culture

The notion and definitions of ethics and moral; Development of ethical thought; Modern business ethics; Different civilizational models of cultural behavior; Work, value and cultural forms; New business culture and judgment; Cultural models in the world; Business ethics; Subject of business ethics; Methods of business ethics; Business ethics and importance of communication; Business and ethical codex; Business ethics in management; Business ethics and social responsibility; Need for a new business ethic.

English language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

French language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

Business English 1

Greetings and introductions, Telephoning, Business meetings, Welcoming visitors, Welcoming business partners, Business trip, Staying in a hotel, Business lunch, Customs, Custom formalities, Trade, Types of trade, Wholesale trade, Retail trade.

Business French 1

Greetings and introductions, Telephoning, Business meetings, Welcoming visitors, Welcoming business partners, Business trip, Staying in a hotel, Business lunch, Customs, Custom formalities, Trade, Types of trade, Wholesale trade, Retail trade.

Basics of management

Management genesis. Development and expansion of management theory. Hierarchy of motifs and needs. Contemporary management models. Organizational structure and types of management. Management implementation. Management assets. Organizing. Motivation. Control. Organizational behavior. Importance of personality. Life-long manager education. General and specific training programs for managers.

Banking

Banking and non-banking financial institutions. Principles of banking operations. Banking operations. Management of banks' assets and liabilities. Banking activities of mobilization and concentration of financial resources. Forming the credit potential of a bank. Short-term lendings to the economy. Long-term lendings to the economy. Lending to the population. Investment placements. Participation of banks in financial markets. Electronic banking.

Business law

The notion of law and state. Sources of law. The notion of property. Ownership and possession. Law of obligation. Sources of obligations and types of contracts. The notion of Trade law and its subject. Trade law regulations and the basis of law. The notion of dividend and shareholders' rights. Statutory changes with companies, liquidation and bankruptcy. The notion of a commercial contract and securities.

Basics of marketing

The notion and the importance of marketing; Marketing information system. Researching behavioral motifs of consumers. Marketing strategy. Product, price, distribution and promotion as a marketing mix instruments. Product life cycle. Social-economic criticism of marketing; Industrial marketing. Application of marketing in different areas.

Basics of organization

Introduction to organizations. The notion and importance of organization. Theory of organization. The development of organization sciences. Principles, techniques, assets and instruments of an organization. Elements of an organization. Organization of business systems. Organizational forms. Organizational structures. Organizational function. Organizational behavior. Organization of work process. Labor productivity. Institutional forms of organizing.

Financial accounting and balance

Conceptual framework of financial reporting. Financial reporting instruments. Account clearing. Balancing in a regular annual ending. Business books closing. Preparation and publication of the balance sheet and income statement. Bookkeeping records of commercial enterprises. Specific jobs. Representative jobs. Consignment jobs.

Business English 2

What are companies and types of companies? Company visit program. Business letter. Types of business letters. Presentations (presenting information). Fax. E-mail. Memo. Presenting new products. Company departments. Orders. Transport and forwarding. Negotiations. Contracts.

Business French 2

What are companies and types of companies. Company visit program. Business letter. Types of business letters. Presentations (presenting information). Fax. E-mail. Memo. Presenting new products. Company departments. Orders. Transport and forwarding. Negotiations. Contracts.

Financial and actuarial mathematics

Simple and complex interest account. Discount rate, discount factor, accumulation factor. Annuities - present value (financial annuity). Life expectancy tables. Basics of probability theory. Insurance annuities. Variable annuities. Insurance of capital. Variable capital insurance. Premiums on rates. Gross premium. Calculation of premiums for two or more people. Mathematical reserves - prospective method. Mathematical reserves - a retrospective method. Savings and premium risk.

Entrepreneurship

Development of entrepreneurship in the USA, Great Britain and Japan; Models and types of privatization. Genesis of management in developed economies. Systematic entrepreneurship and innovation. Economic and market structures. New knowledge. Entrepreneurship practice. New businesses and enterprises. Entrepreneurship and joint venture with foreign partners. Entrepreneurial strategies. Entrepreneurship and restructuring of enterprises.

Business planning

Planning - the first phase of management. Connection between planning and company policies. Elements, principles of planning and enterprise policy instruments and techniques. Factors of business and company growth. Strategic and tactical approach to planning and material policy; Workforce and equipment. Planning and production policy; Marketing and finance. Planning and policy of investments in an enterprise and scientific research. Control of execution of plans in an enterprise.

Family business management

Family and its role in the socio-economic environment. Balancing family finances. Definition of family entrepreneurship. Family as a group of investors and planning family investments. Family business, the opportunity of developing family entrepreneurship and decisions about starting and ending a family business. Methodology of commercial banks in the analysis of credit SBB requires.

Loans and alternative sources of family business financing. Family entrepreneurship in EU. Rural entrepreneurship and home entrepreneurship. Family business strategies. Legal regulations and organizational forms of family enterprises. Management characteristics in a family business. Planning and organization of a family business. Validation of the results of a family business. Sources of financing of family businesses. Mechanism of institutions to support the development of SMEs. Examples of successful family enterprises.

Financial management

Financial policy; Income statement and balance sheet. Planning of long-term investment and financial evaluation of investments efficiency. Fixed assets management; Own capital management, long-term borrowed capital management and long-term provisions. Short-term financial obligations management; Cash management. Managing the distribution of net income; Analysis of achieved financial result and company's financial status. Appraisal of enterprise's values.

Project management

Management of business systems; The notion and types of projects; Concept of project management; Project management organization; HR management; Management of project risks; Communications management; Managing project changes; Methods and techniques of project management; Standard PC programs for project management.

Strategic management

Strategic management and its content. Evaluation of strategic management system. Enterprise aims. Prediction as a basis of strategic management. Analysis of a business environment, analysis of organization's resources. Shaping of a business strategy. Strategic planning. Implementation of a strategy. Organizational strategy. Strategy control. Integration of information necessary for the decision-making process. Basic functions information system.

Human resources management

General concepts of human resources management. Human resources management activities. Human resources planning. The process of human resources recruitment and selection. Employee training and education. Rewarding and employee motivation. Health and safety of employees. Career management, degradation and employee dismissal. Employee performance evaluation. Organization of the function of human resources management.

Innovation management

Concept and Importance of Innovation. Models of innovation. Phases of innovation. Technological development and innovation. Creative Industries and work partnership. The role of human resources in the development of innovation. Importance and encouragement of teamwork. Types of innovation strategies. Improving innovation performance.

Business analysis

Sources of data for analysis and their presentation. Methodology of business analysis. Analysis of organizational and economic composition of a company. Analysis of achieved business results of a company as a whole. Analysis of execution of realization phase, production phase, purchasing phase, financial functions and other functions. Analysis of completed investments. Periodic calculation and final account. Balance analysis.

Knowledge management

Knowledge as a catalyst of change. Steps of acquiring, storing and developing knowledge. Use and exchange of knowledge. Role of IT in transfer of knowledge. Types of knowledge. Knowledge as an asset. The importance of knowledge in the management of enterprise development. Innovations

as products of knowledge and creativity. Implement of knowledge management. The role of managers in the application of knowledge management. The role of employees in the application of knowledge management. The notion of a learning organization.

Indicative content of courses for module **Finance and accounting**

Financial and foreign exchange operations

Business finance in contemporary society. Company's financial investments. Organization of financial activities. Organization of disposal of financial resources. The notion and characteristics of international payment operations. Financial relations with foreign countries, foreign exchange system, payment operations. Foreign exchange market.

Professional practice (II year)

Familiarization with organizational structure and types of management; The importance of planning, organizing, control, leadership and human resources; Defining company aims; The analysis of the business environment and the analysis of organization's resources for management purposes; Prediction and strategic planning; Strategy implementation; Integration of information for decision making; Understanding different types of banks and their position in the national and international financial system; Understanding basic principles of bank operations; Practical application of credit analysis; Familiarization with evaluation and choice of investment projects; Understanding the most important bank operations; Organization of performance of financial affairs, finance records and instruments; Financial marketing; Liquidity policy of an enterprise/organization; Familiarization with international payment operations, international payments and systems of financial reporting; Familiarization with operations on currency exchange market; Practical application of skills for identifying and efficiently solving problems that modern organizations face; Accounting; Practical application and presentation of financial reports; Use of financial reports in the decision making process; Familiarization and use of instruments and techniques for planning and determining enterprise politics; Understanding basics of creating business plans; Familiarization with successful management and family business start-up; Recognition and realization of entrepreneurial idea; Capacity to apply simple and compound interest rate; Capacity to calculate the present value of annuity; The role of investments in entrepreneurship; Familiarization with entrepreneurship practice and entrepreneurial strategies; Familiarization with MIS; Practical techniques in motivation research; Practical formulating of marketing strategy; Managing instruments of marketing mix in practice; Market segmentation; The analysis of product's life cycle; Familiarization with the most important regulations in field of commercial law; The analysis of business contracts in an organization/enterprise; The analysis of obligatory elements of securities in terms of provisions of commercial law; The use of acquired knowledge of foreign language in business communication and business correspondence (where special attention is placed on the use of professional terminology).

Accounting information system

Accounting data and accounting information. Management information system and company information system. Basic information systems of a company. Accounting information system (AIS) and company information system. AIS and external users. AIS and auditing. Accounting software and types of business data processing systems. Development of information systems and information technology development techniques. Experience in using computers in accounting.

Electronic business

New role of information systems in a company. Organizational changes in a digital company. Basic concepts of electronic business. Information-technological infrastructure of electronic business. Basic models of electronic business (B2B, B2C, C2C, B2G, etc). Internet technology as support to

electronic business. E-trade – models and solutions. E-marketing – forms and characteristics. E-management (e-government) – e-business of state and public institutions with economy and citizens. E-banking (systems of payment, credit cards, e-money). E-stock exchange. Safety in e-business (risks, coding, electronic and digital signature). Electronic payment operations. E-insurance. E-business in tourism and hospitality. M-business.

Financial reports analysis

Concept, role and importance of financial reporting. Normative financial reporting regulations. Theory of financial report analysis. Financial analysis tools. General analysis of financial statements. Ratio analysis of financial reports. Analysis of cash flows. Net turnover fund analysis. Scoring model. Analysis of reports on overall business result. Analysis of consolidated financial statements with specificities.

Financial control and revision

External audit, state audit. Internal control and audit in an enterprise. Standards of professional practice of internal audit. Development and use of programs for audit of annual financial statement. Auditor's responsibility in relation to events occurring after the completion of balance sheet. Audit report. The notion of audit of public expenditures. Responsibility for audit of public expenditures, Standards of audit of public expenditures.

Professional practice (III year)

Optimization of sources of financing; Financial projections; Planning of long-term investments; Cash management; Working capital management; Analysis of organization's resources and environment; The role of strategy in the realization of business operations with the choice of strategic option; Understanding the role of information for decision making with value expression as a precondition for integration of information; Observing the process of business interrelation between general strategy and partial strategies; Familiarization with the control and revision of strategy through timely and adequate review of the process of strategy realization and creating conditions for undertaking corrective measures; Application of skills for project problem solving; Team work with problem solving; Application of methods and techniques of project management; Understanding the importance of human resources in each organization; Practical application of basic principles of efficient organization, management and decision making on human resources; Capacity to perform independent research and adequate company positioning in relation to others (in terms of technical-technological development); Application of partnership concept in work; Practical application of different types of innovation strategies; Capacity to study key problems in business analysis; The analysis of the enterprise as a whole and its parts; The analysis, estimation and choice of investment projects; The analysis of performed investments; Monitoring and analysis of development and application of modern IT resources in business analysis; Capacity to identify and transfer own and employees' knowledge; Preparation of financial statements in accordance with current normative and regulations; Training for proper reading and interpretation of financial reports; Application of traditional and modern instruments of accounting-financial balance sheet analysis; Application of knowledge for the reconstruction of financial reports on the basis of authentic documentation; Application of financial control of the business process; Application of standards and codex of professional auditory ethics.

Final paper

Final paper represents a student's research paper in which he/she is introduced to the methodology of research in the field of Finance and accounting. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Discussion (containing results of the performed research), Conclusion and Literature.

Indicative content of courses for module **Finance, banking and insurance**

Insurance

The notion of insurance. Functioning mechanisms in insurance. Organizational-legal forms of insurance, documents and parties in insurance. Elements of insurance: risk, premium, insured case and insurance benefits. Reinsurance, co-insurance and social insurance. Modern insurance development tendencies in the world.

Professional practice (II year)

Familiarization with organizational structure and types of management. The importance of planning, organizing, control, leadership and human resources. Defining company aims. The analysis of the business environment and the analysis of organization's resources for management purposes. Prediction and strategic planning. Strategy implementation. Integration of information for decision making. Understanding different types of banks and their position in the national and international financial system; Understanding basic principles of bank operations. Practical application of credit analysis. Familiarization with evaluation and choice of investment projects. Understanding the most important bank operations. Practical application of skills for identifying and efficiently solving problems that modern organizations face. Record keeping. Practical application and presentation of financial reports. Use of financial reports in the decision making process. Understanding and application of basic principles of insurance. Capacity to solve particular problems in insurance. Familiarization and use of instruments and techniques for planning and determining enterprise politics. Understanding basics of creating business plans; Familiarization with successful management and family business start-up. Recognition and realization of entrepreneurial idea. Familiarization with different types of insurance premiums and their calculation. Familiarization with different types of capital insurance. Capacity to solve problems of life insurance in different types of insurance. Capacity to use simple and complex interest account. Capacity to calculate present value of annuity. The role of innovations in entrepreneurship. Familiarization with entrepreneurship practice and entrepreneurship strategies. Familiarization with marketing information system. Practical techniques in motivational research. Practical formulation of marketing strategy. Practical familiarization with marketing mix instruments. Market segmentation. The analysis of product's life cycle. Familiarization with the most important regulations in field of commercial law. The analysis of business contracts in an organization/enterprise; The analysis of obligatory elements of securities in terms of provisions of commercial law. The use of acquired knowledge of foreign language in business communication and business correspondence (where special attention is placed on the use of professional terminology).

Risk management

Basics in risk management. Risk treatment. Risk reaction. Risk reporting. Risk takers. Risk management and supervision. Definitions of corporate management. Risk and possibilities. Principle of efficiency. Revision plan. Risk management activities. What are some of the concrete challenges? The problem of growth sustainability. Equality and equal opportunities; Benchmarking. The problem area.

Financial stock exchange

Concept and characteristics of stock exchanges. The emergence and development of stock exchanges. Types of stock exchanges. Financial stock exchange. Information and communication technologies in stock exchange business and stock market automation. Establishment and activity of stock market. Organization of stock exchange. Participants in stock exchange business. Stockbrokers. Broker-dealer companies. Stockbroking. Stock exchange work techniques. Exchange rate and stock exchange listing. Stock market speculation. Second-tier market. Central register.

Clearing and balancing. Stockbroking control. Protection of investors on financial exchanges.

Financial markets

Connection between financial and real sector of the economy. Development of financial markets. Characteristics of modern financial markets. Stock exchanges and stock exchange operations. Purposes and objectives of legal regulation of financial markets. Efficiency of financial markets. Pension funds. Investment companies, stocks, bonds, money market, capital market, foreign exchange market.

Electronic banking and payment operations

Internal payment transactions. International payment transactions. The rise of digital economy. Concept, appearance and development of electronic and digital money. Generations in the development of digital money. Development of electronic banking in B2B and B2C sector. Existing and potential macroeconomic, micro-economic and social consequences of electronic money and electronic banking. Risk management in electronic banking and electronic money systems. Regulation and supervision of electronic banking. Development of electronic banking in Serbia.

Professional practice (III year)

Optimization of sources of financing. Financial projections. Planning of long-term investments. Cash management. Working capital management. Analysis of organization's resources and environment. The role of strategy in the realization of business operations with the choice of strategic option. Understanding the role of information for decision making with value expression as a precondition for integration of information. The role of strategy in the realization of business operations and choice of strategic option. Understanding the role of information for decision-making with value presentation as a precondition for information integration. Observing the process of business interrelation between general strategy and partial strategies; Familiarization with the control and revision of strategy through timely and adequate review of the process of strategy realization and creating conditions for undertaking corrective measures. Application of skills for project problem solving; Team work with problem solving; Application of methods and techniques or project management; Understanding the importance of human resources in each organization. Practical application of basic principles of efficient organization, management and decision making on human resources. Capacity to perform independent research and adequate company positioning in relation to others (in terms of technical-technological development). Application of partnership concept in work. Practical application of different types of innovation strategies. Capacity to study key problems in business analysis. The analysis of the enterprise as a whole and its parts. The analysis, estimation and choice of investment projects; The analysis of performed investments; Monitoring and analysis of development and application of modern IT resources in business analysis; Capacity to identify and transfer own and employees' knowledge; Preparation of financial statements in accordance with current normative and regulations; Training for proper reading and interpretation of financial reports; Application of traditional and modern instruments of accounting-financial balance sheet analysis; Application of knowledge for the reconstruction of financial reports on the basis of authentic documentation; Application of financial control of the business process; Application of standards and codex of professional auditory ethics.

Final paper

Final paper represents a student's research paper in which he/she is introduced to the methodology of research in the field of Finance, banking and insurance. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Discussion (containing results of the performed research), Conclusion and Literature.

MANAGEMENT OF BUSINESS AND LOGISTICS

MANAGEMENT OF BUSINESS AND LOGISTICS

Study program	Management of business and logistics
Independent higher education institution where the study program is realized	Higher Business School of Professional Studies, Leskovac
Higher education institution where the study program is realized	—
Educational and scientific/educational-artistic field	social sciences and humanities
Scientific, technical or artistic field	Management and business
Type of studies	Undergraduate professional studies
The scope of studies expressed in ECTS credits	180 ECTS
Title	Bachelor of applied economics (Bachelor applied.)
Length of study	three years
Year in which began the realization of this study program	-
Year in which the realization of this study program will begin (if the study program is new)	2016/2017
Number of students studying on this study program	-
The planned number of students who will enroll in this study program	66
Date when the application was accepted by the competent body (name the body)	-
Language in which the program is running	Serbian
Year when the program was accredited	
Web address where you can find information about the study program	http://www.vpsle.edu.rs

Purpose of the study program

Purpose of the realization of the study program **Management of business and logistics:**

- producing young experts with applicative knowledge who are ready to, immediately after their graduation actively participate in the execution of tasks and assignments for which they have been trained which creates a staff basis for economic development of the entire region;
- Modern and internationally evaluated study program, harmonized with market demands, capacitating students for a broad range of top management tasks in economic, financial, non-profit and public sector organizations. Students will be able to apply concepts, techniques and tools used in planning, organizing, managing and controlling business processes;
- graduated students will be able to understand economic, socio-cultural, technological and geopolitical circumstances necessary for making relevant management decisions and develop competencies to perform management tasks in both private and public sector;
- employment of young experts with adequate competencies and their retention in undeveloped parts of the south of Serbia which have a positive effect on local economy and its quick progress – this being in line with long-term state strategy for combating poverty and development of underdeveloped areas;
- connecting the information system of Regional chamber of commerce and labor market, the School will be able to respond to market demands in a timely fashion and provide required learning outcomes through permanent modernization of study programs which will contribute to achievement of basic tasks and aims of the School;
- Graduated students capable of successful independent and team work in service and production organizations as well as capable of business networking. Moreover, study program contributes to development of analytical thinking and capacitates students for solving particular management related problems. It develops cognitive, communication skills and creativity necessary for execution of business activities;
- study program will provide acquisition of managerial competencies which are needed and considered useful for social and economic development which is particularly important for further development of educational process and integration into the European educational system;
- cooperation of the School with local self-government and numerous private and public enterprises where students will perform their practical training and attend practice classes which will additionally contribute to formation of young experts with adequate competencies who will be able to contribute to economic growth of the south of Serbia.

Study program objectives

The basic objectives of the study program **Management of business and logistics**:

- To develop the ability to analyze, synthesize and evaluate key theoretical concepts in the fields of management and logistics and their practical application;
- Provide students with a theoretical basis through compulsory subjects but to also offer them a possibility to, through the selection of optional courses on the basis of their personal preferences, define the course of their further professional development;
- Develop students' capacity of critical thinking and discussing, capacity to develop practical models and strategies based on contemporary theory and practice;
- Develop students' analytical and researching skills, problem-solving skills, communication and presentation skills in the field of management;
- Develop students' ability to systematically and with great precision formulate problems with research, apply relevant methodology and perform detailed problem analysis;
- During the course of their study and especially in the realization of practical training, provide students with an environment in which they can develop the ability to make business decisions in real business situations in the fields of management of business and logistics.

The objectives of this study program are in accordance with the basic tasks and objectives of the higher education institution where the program is realized.

Specific objectives of the study program **Management of business and logistics**:

- Realization of this study program (which represents a combination of theoretical and practical knowledge – lectures, practice classes and practical training in renowned enterprises from Serbia and abroad) will result in personnel capable of directly engaging and performing tasks and work assignments in the field of management of business and logistics;
- Familiarize students with basic principles of management in different organizations and types of enterprises and enable them to study on leadership and motivation through all management functions;
- Enable students to acquire knowledge on key concepts of modern management;
- Provide students with basic information on management and managers from the point of view of process, function and knowledge that managers should possess in modern working conditions;
- Capacitate students to develop vision, mission and enterprise aims, make strategic predictions, plan, organize and control, participate in creating and making business decisions.
- Familiarize students with the importance of the concept of strategic and tactical enterprise management based on modern management principles;
- Capacitate students to recognize particular business problems in enterprises and familiarize them with business challenges through the analysis of business operations of business enterprises.
- Familiarize students with the logics of the process of organizational structuring, characteristics of basic types of organizations, capacitate students to recognize basic guidelines for work place design, understand the system for measuring organizational

efficiency and effectiveness and solve organizational problems.

- Familiarize students with basic determinants of logistic management in enterprises i.e. with logistics as a business and scientific-methodological discipline;
- Enable students to acquire theoretical and practical knowledge necessary for assessing logistics systems, their development and shaping of optimal logistics system of a business entity;
- Enable students to acquire theoretical and practical knowledge necessary for effective management of distribution chain;
- Point out to students the importance of HR management, structuring the HR sector and activities of HR management;
- Provide students with knowledge on the concept of human resources which refers to the establishment of relations towards employees and managing their work and development in all phases of management process with the aim of future use in work;
- Capacitate students to successfully perform human resources management tasks through transfer of practical knowledge on the ways of human resources management in an organization;
- Point out to students the importance of entrepreneurial organizing and acting with particular emphasis on the fact that entrepreneurs are innovators. This will be achieved through presentation of practical examples and analysis of case students leading to development of affinity and initiative for starting one's own business;
- Capacitate students to adopt basic knowledge in the field of work and business management as well as to adjust to new situations, ideas and technology;
- Familiarize students with models of training for particular types of jobs and occupations and develop critical relation towards one's own success/failure and capacitate students to set, value and achieve their own aims;
- Capacitate students to plan and manage the planned activities, develop initiative, be persistent in activities particularly in learning.
- Through integral approach explain the role of modern information and communication technology and the necessity of its application in the field of management;
- Point out to students the importance and the role of business communication and adoption of ethical principles in business with the understanding of the importance of the role of managers based on mutual understanding and appreciation.
- Familiarize students with the most important ethical codex with the aim of developing their own ethical principles through examples of virtual enterprises. This moreover includes development of moral values necessary for successful corporation management;
- Familiarize students with the basics of financial management with special attention on financial planning, financial management of working capital and cash flow planning;
- Capacitate students for communication in foreign languages through enhancement of their knowledge of foreign languages with special emphasis on professional terminology.

Competencies of graduated students

General competencies:

- Ability to analyze, synthesize, plan, organize and control
- Ability to apply new multidisciplinary knowledge to solve specific managerial problems
- Ability to collect and analyze data and the ability to obtain and analyze information from different sources for the purpose of making business decisions
- Ability to master traditional and modern methods of management
- Ability to respect the principle of business ethics
- Creativity and practical understanding in the function of improving the techniques of day-to-day management
- Ability to work in a team, make decisions and solve problems
- Ability to communicate and cooperate with domestic and international environment
- Entrepreneurial spirit
- Ability to engage in research processes
- Ability to initiate and creatively act in conditions of rapid changes
- Social responsibility and understanding of gender and gender relations
- Ability to develop critical thinking and original approach, self-criticism and ethical commitment

Subject-specific competencies

- Ability to understand the management process through planning, organizing and controlling and understanding the role of leadership and participation in human resources management;
- Ability to master theoretical knowledge, techniques and skills necessary to take up tasks and solve problems in a business environment;
- Ability to operate in a turbulent environment and make decisions in conditions of uncertainty and management of specific types of risks;
- Ability to analyze and make predictions in domestic and international environment;
- Ability to communicate in the process of adopting and implementing made managerial decisions;
- Ability to manage educational institutions, including appropriate analysis, activity planning, implementation, coordination and evaluation;
- Ability to produce solutions to current management problems;
- Ability to understand and master management strategies;
- Ability to understand entrepreneurship as a phenomenon of modern economy, identify sources of innovative opportunities, quality management and new technologies, apply entrepreneurial practices and undertake entrepreneurial strategies;
- Ability to understand vision and mission as a prerequisite for defining the goals and policies of the company, understanding the role of forecasting and planning as the basis for making business decisions and implementing the strategy;
- Ability to analyze the environment and resources of the organization and understand the role of the strategy in the realization of business;
- Ability to participate in a team that develops, manages and realizes a project task;
- Ability to understand the role of information in business decision-making, with value expression as a condition for the integration of information;
- Ability to define and implement the strategy of market communication of companies with

the environment; apply business communication instruments;

- Understand the importance of the concept of integrated marketing communications; apply ethics in business communications;
- Ability to demonstrate understanding of financial function and ability to make decisions on the collection and use of financial resources;
- Ability to continually learn, develop and manage in order to develop situational leadership in business;
- Ability to select and use adequate professional literature,
- Ability to make logical organization of production processes and systems.

**Listing of courses by semesters and years of study undergraduate professional studies study
program Management of business and logistics**

No.	Code	Course	Semester	Type of course	Status	Active teaching			Other forms of teaching	ECTS
						L	P	DON		
First year										
1.	1MBL-MAT	Mathematics	1	A	C	2	2			6
2.	1MBL-BST	Business statistics	1	V	C	2	2			6
3.	1MBL-ACC	Basics of accounting	1	V	C	2	2			6
4.	MBL-BUE	Business economy	2	V	C	2	2			6
5.	1MBL-BAE	Basics of economy	2	A	C	2	2			5
6.	1MBL-IT	Information technology	2	VA	C	2	3			7
7.	1MBL-IIF	Introduction to finance	2	A	C	2	1			4
8.	1MBL-PP	Professional practice (first year)		VA	C				6	4
		Optional courses 1a (two courses to be selected)								
9.	1MBL-SOC	Sociology	1	A	O	2	2			5
10.	1MBL-BCE	Business culture and ethics	1	A	O	2	2			5
11.	1MBL-FLESK	English language – beginner’s course	1	A	O	2	2			5
12.	1MBL-FLFSK	French language – beginner’s course	1	A	O	2	2			5
		Optional courses 1b (one course to be selected)								
13.	1MBL-FLE1	Business English 1	2	V	O	2	2			6
14.	1MBL-FLF1	Business French 1	2	V	O	2	2			6
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for I year						20× 15= 300	20× 15= 300			60
Overall amount of learning hours (per year)						600				
Second year										
1.	2MBL-BMG	Basics of management	3	V	C	2	2			5
2.	2MBL-HRM	Human resources management	3	V	C	2	2			5
3.	2MBL-TMG	Trade management	3	VA	C	2	0	2		6
4.	2MBL-BL	Business law	4	V	C	2	0			3
5.	2MBL-BMA	Basics of marketing	4	V	C	2	2			6
6.	2MBL-BO	Basics of organization	4	V	C	2	2			5
7.	2MBL-SMG	Sales management	4	VA	C	2	3			7

8.	2MBL-MR	Market research	4	VA	C	2	3			7
9.	2MBL-PP	Professional practice (II year)		VA	C				6	4
		Optional courses 2b (one course to be selected)								
10.	2MBL-FLE2	Business English 2	3	V	O	2	2			6
11.	2MBL-FLF2	Business French 2	3	V	O	2	2			6
		Optional courses 2b (one course to be selected)								
12.	2MBL-ETN	Entrepreneurship	3	VA	O	2	2			6
13.	2MBL-AM	Agromanagement	3	VA	O	2	2			6
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for II year						20×15=300	18×15=270	2×15=30		60
Overall amount of learning hours (per year)						600				
Third year										
1.	3MBL-FMG	Financial management	5	V	C	3	2			6
2.	3MBL-PMG	Project management	5	V	C	2	2			5
3.	3MBL-EB	Electronic business	5	VA	C	2	1	1		5
4.	3MBL-RMG	Risk management	5	VA	C	2	2			6
5.	3МБЛ-ПМЦ	Project management – practicum (case study)	6	VA	C	0	2			2
6.	3MBL-BL	Business logistics	6	V	C	3	2			5
7.	3MBL-SMG	Strategic management	6	V	C	3	2			6
8.	3MBL-PP	Professional practice (third year)		VA	C				5	3
9.	3MBL-FPR	Final paper		VA	C					8
		Optional courses 3 (one course to be selected)								
10.	3MBL-MIS	Marketing IS	5	VA	O	1	2			4
11.	3MBL-ISM	Management IS	5	VA	O	1	2			4
		Optional courses 4 (one course to be selected)								
12.	3MBL-FTR	Foreign trade	6	VA	O	2	3			6
13.	3MBL-EIT	Economics of international transport and freight forwarding	6	VA	O	2	3			6
		Optional courses 5 (one course to be selected)								
14.	3MBL-OB	Organizational behavior	6	VA	O	2	1			4
15.	3MBL-LED	Local economic development	6	VA	O	2	1			4
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for III year						20×15=300	19×15=285	1×15=15		60

Overall amount of active learning hours (per year)	600		
Total number of active teaching classes , other classes and ECST for all study years	1800		180

A – academic-general course

V – vocational course

VA – vocational-applicative course

C – compulsory course

O – optional course

L – lectures

P – practice classes

DON – other types of teaching

List of compulsory and optional courses with short course descriptions

Indicative content of the courses

Mathematics

Function mapping. Matrices and determinants. Limit value and continuity of functions. Asymptote. Extract functions. Differential of a function. Fundamental theorems of differential calculus. Analysis of the function. Indefinite and definite integral. Differential equations. Economic functions and their elasticity.

Business statistics

Basic notions and categories in statistics. Measures of central tendency. Measures of variability. asymmetry and ellipticity. Basic theories of probability and models of the theory of distribution. Statistical inference. Hypothesis tests, χ^2 test. Correlation and regression analysis. Index numbers. Analysis of time series. Industrial capacity statistics, labor force statistics. Production statistics. Productivity statistics. Price statistics. Earnings statistics.

Basics of accounting

Classification and types of accounts. Business documentation. Business books. Inventory. Accounting plan and accounting scheme. Fixed assets accounting, monetary assets accounting, claims and liabilities accounting, materials accounting, semi-finished products and finished products accounting, merchandise accounting. Monitoring of sources of financing in accounting. Monitoring of income and expenses in accounting. Reports in accounting. Elements of organization of accounting.

Business economy

Subject, aim, methods and aims of business systems. Forms, types and elements of investment in a business's reproduction. Costs and methodology of cost pricing calculation for products and services. Manifestations of the results of business operations and their distribution. Investment in the growth and development strategy function. Overview of business surroundings and its resources; The functioning of small, medium-scale and large-scale enterprises. Management functions. Departments in a company.

Basics of economy

Economy-subject and the method. Production and income. Results of social reproduction. Consumer confidence. Market. Monetary policy. Shareholding. Profit maximization. Competition. Characteristics of monopolistic competition. Government economic policy. Economic models – the notion and types.

Information technology

Information technology, definition and application in modern businesses. Digital economy. Informations systems, definition, characteristics, classification. Basic computer components. Software, definition and classification. Computer networks, definition, development, topology. Internet: development, concepts, services.

Introduction to finance

Financial reports and basic financial indicators. Capital budgeting and risk. Long-term financing of a company. Short-term planning and control. Financial analysis and techniques of financial analysis. Central bank, business banks. Insurance companies and other financial institutions. Introduction to public finance.

Professional practice (I year)

Understanding the position of enterprises in economic system. Use and spending of funds. Analysis of achieved results and their distribution. Assessment of the quality of enterprise operations. Familiarization with investments and growth and development strategy of an enterprise. Familiarization with business documentation, use of chart of accounts and accounting organization. Use of central tendency measures. Statistical analysis and concluding.

Sociology

Emergence, development, subject and perspectives of sociology. Methodology of sociological research. Modern sociological theory. Nature, society and man. Structure and organization of society. Social groups and social classes. The notion and types of social institutions and organizations. Culture and society. Social changes and social development. Gender and gender equality. Government, politics and power. Characteristics, aspects and globalization's destiny. Globalization and ecologic crisis. Management as a social phenomenon. Man and organizational behavior. Responsibility, ethical attitude, culture and management. Business ethics. Social functions of conflicts.

Business ethics and culture

The notion and definitions of ethics and moral; Development of ethical thought; Modern business ethics; Different civilizational models of cultural behavior; Work, value and cultural forms; New business culture and judgment; Cultural models in the world; Business ethics; Subject of business ethics; Methods of business ethics; Business ethics and importance of communication; Business and ethical codex; Business ethics in management; Business ethics and social responsibility; Need for a new business ethic.

English language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

French language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

Business English 1

Greetings and introductions, Telephoning, Business meetings, Welcoming visitors, Welcoming business partners, Business trip, Staying in a hotel, Business lunch, Customs, Custom formalities, Trade, Types of trade, Wholesale trade, Retail trade.

Business French 1

Greetings and introductions, Telephoning, Business meetings, Welcoming visitors, Welcoming business partners, Business trip, Staying in a hotel, Business lunch, Customs, Custom formalities, Trade, Types of trade, Wholesale trade, Retail trade.

Basics of management

Management genesis. Development and expansion of management theory. Hierarchy of motifs and needs. Contemporary management models. Organizational structure and types of management. Management implementation. Management assets. Organizing. Motivation. Control. Organizational

behavior. Importance of personality. Life-long manager education. General and specific training programs for managers.

Human resources management

General concepts of human resources management. Human resources management activities. Human resources planning. The process of human resources recruitment and selection. Methods and instruments of professional selection. Employee training and education. Rewarding and employee motivation. Health and safety of employees. Career management, degradation and employee dismissal. Employee performance evaluation. Organization of the function of human resources management.

Trade management

Market and its institutions. Margin and rebate, types of prices. Theories and concepts of institutional changes in trade. Strategic management. Marketing strategy. Financial strategy. Managing productivity, profitability and competitiveness. Strategy of organizational changes.

Business law

The notion of law and state. Sources of law. The notion of property. Ownership and possession. Law of obligation. Sources of obligations and types of contracts. The notion of Trade law and its subject. Trade law regulations and the basis of law. The notion of dividend and shareholders' rights. Statutory changes with companies, liquidation and bankruptcy. The notion of a commercial contract and securities.

Basics of marketing

The notion and the importance of marketing; Marketing information system. Researching behavioral motifs of consumers. Marketing strategy. Product, price, distribution and promotion as a marketing mix instruments. Product life cycle. Social-economic criticism of marketing; Industrial marketing. Application of marketing in different areas.

Basics of organization

Introduction to organizations. The notion and importance of organization. Theory of organization. The development of organization sciences. Principles, techniques, assets and instruments of an organization. Elements of an organization. Organization of business systems. Organizational forms. Organizational structures. Organizational function. Organizational behavior. Organization of work process. Labor productivity. Institutional forms of organizing.

Sales management

Nature, requirements and responsibilities of sales management; The process of managing sales and long-term relationship with customers; Market research; Marketing strategies and marketing channel selection; Planning sales activities; Organization of sales; Developing a product strategy; Sales relationship management; Forms of sale; Development of personal sale; Tasks of a sales manager; Sales improvement; Sales policy and sales management; Processes and criteria for the selection of key customers; Electronic trade.

Market research

The notion, definition and purpose of market research. The role and importance of marketing information in modern business. Decision-making based on marketing research. Marketing research in practice. Market research process. Design and implementation of market research. Sources of data. Use of secondary data in research. Standardized sources of marketing data. Qualitative research. Designing market research questionnaires. Experimental research; Sampling basics in marketing research. Select sample size. Basics of data analysis.

Professional practice (II year)

Familiarization with organizational structure, types of management, planning, organization, control, leadership and human resources. Strategy implementation. Integration of information in decision-making process. Optimization of sources of financing. Impact of instruments of monetary and fiscal politics on enterprise operations. Information system management. Systems for data base management. Familiarization with entrepreneurship practice and entrepreneurship strategies. Familiarization with the most important regulations in the area of trade law. Use of acquired knowledge of foreign languages in business communication and business correspondence.

Business English 2

What are companies and types of companies. Company visit program. Business letter. Types of business letters. Presentations (presenting information). Fax. E-mail. Memo. Presenting new products. Company departments. Orders. Transport and forwarding. Negotiations. Contracts.

Business French 2

What are companies and types of companies. Company visit program. Business letter. Types of business letters. Presentations (presenting information). Fax. E-mail. Memo. Presenting new products. Company departments. Orders. Transport and forwarding. Negotiations. Contracts.

Entrepreneurship

Development of entrepreneurship in the USA, Great Britain and Japan; Models and types of privatization. Genesis of management in developed economies. Systematic entrepreneurship and innovation. Economic and market structures. New knowledge. Entrepreneurship practice. New businesses and enterprises. Entrepreneurship and joint venture with foreign partners. Entrepreneurial strategies. Entrepreneurship and restructuring of enterprises.

Agromanagement

Introduction to agromanagement. Function and specificity of agromanagement. Basics of agricultural production. Characteristics and specifics of agricultural production. Economic importance of organic production. Economic importance of grain production. Economic importance of production of fruits and vegetables. Economic importance of livestock production. Economic importance of herbs. Importance of strategic agromanagement. Personnel policy in agromanagement. Subventions in agriculture. Agricultural counselling body. Agrarian reform. Application of quality control in agriculture.

Financial management

Financial policy; Income statement and balance sheet. Planning of long-term investment and financial evaluation of investments efficiency. Fixed assets management; Own capital management, long-term borrowed capital management and long-term provisions. Short-term financial obligations management; Cash management. Managing the distribution of net income; Analysis of achieved financial result and company's financial status. Appraisal of enterprise's values.

Project management

Management of business systems; The notion and types of projects; Concept of project management; Project management organization; HR management; Management of project risks; Communications management; Managing project changes; Methods and techniques of project management; Standard PC programs for project management.

Electronic business

New role of information systems in a company. Organizational changes in a digital company. Basic concepts of electronic business. Information-technological infrastructure of electronic business.

Basic models of electronic business (B2B, B2C, C2C, B2G, etc.). Internet technology as support to electronic business. E-trade – models and solutions. E-marketing – forms and characteristics. E-management (e-government) – e-business of state and public institutions with economy and citizens. E-banking (systems of payment, credit cards, e-money). E-stock exchange. Safety in e-business (risks, coding, electronic and digital signature). Electronic payment operations. E-insurance. E-business in tourism and hospitality. M-business.

Risk management

Basics in risk management. Risk treatment. Risk reaction. Risk reporting. Risk takers. Risk management and supervision. Definitions of corporate management. Risk and possibilities. Principle of efficiency. Revision plan. Risk management activities. What are some of the concrete challenges. The problem of growth sustainability. Equality and equal opportunities; Benchmarking. The problem area.

Project management –practicum (case study)

Business systems management. Concept and types of project. The concept of project management. Project management organization. Human resources management. The concept of project management. Organization of project management. Project risk management. Communication management. Project changes management. Methods and techniques of project management. Standard computer programs for project management.

Business logistics

Historical aspect of logistics and technical logistics; The developmental aspect of logistics and logistic technology; IT in logistics; Informational system in logistics; Fundamentally technical logistics; Procurement logistics; Logistical activities and choice of suppliers; Warehousing logistics; Supplies logistics; Logistics of inner movement; Transport logistics; Distribution logistics and delivery logistics; Logistic strategies; Logistic organization of production processes and systems.

Strategic management

Strategic management and its content. Evaluation of strategic management system. Enterprise aims. Prediction as a basis of strategic management. Analysis of a business environment, analysis of organization's resources. Shaping of a business strategy. Strategic planning. Implementation of a strategy. Organizational strategy. Strategy control. Integration of information necessary for the decision-making process. Basic functions information system.

Professional practice (III year)

Planning long-term investments. Management of working capital and cash. Projection of financial statements. Introduction to control and strategy revision. Use of skills for the project way of solving problems through team work. Application of partnership concept in work and different types of innovation strategies. Business analysis. Evaluation and selection of investment projects and analysis of completed investments. Application of standards and codes of professional ethics of auditors.

Final paper

Final paper represents a student's research paper in which he/she is introduced to the methodology of research in the field of management and business logistics. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Discussion (containing results of the performed research), Conclusion and Literature.

Marketing IS

Importance of market research; Market research process; Specific areas of market research; The concept of marketing information systems; Structure and functioning of marketing information systems; Marketing information system components; Design, organization and control of marketing information systems.

Management IS

Company information system. Accounting information system. Planning and organizing ISM. Interaction of information systems and organization. Implementation and control of ISM. Decision making support systems and ISM. Expert systems and ISM. Credit analysis and its information base.

Foreign trade

The concept, significance and role of foreign trade operations, the content and significance of foreign trade balance, characteristics of international non-core trade, specialized services related to buying and selling of goods, principles of international trade law, type contracts and general business conditions, world trade organization, uniform rules and customary practice for document credentials, international trade arbitration, INCOTERMS, economic importance of customs, anti-dumping procedure, non-tariff barriers, technique of export business realization, technique of import transaction realization.

Economics of international transport and freight forwarding

Functioning of foreign trade, conditions for implementation and control of foreign trade, the most important activities in foreign trade, international transport and insurance of goods, general customs terms and conditions, concept, importance and types of customs, organization of customs service, implementation of customs procedures in all modes of transport, implementation customs procedure with goods in transport and goods of natural persons, storage of customs goods, free trade zones and customs sales facilities, general terms and regulations on freight forwarding, organization of freight forwarding industry, freight forwarding document and sequence of individual tasks in international freight.

Organizational behavior

Possibilities of shaping organizational behavior; Individual, interpersonal, group and organizational level in organizational behavior; Individual behavior in an organization; Values and attitudes; Work satisfaction; Motivation; Group behavior in an organization – Trust and affiliations (loyalty); Understanding of group interactions; Individual perception and collective action; Team building; Leadership in organizations; Power: sources and dimensions, power strategies, political processes; Ethical aspects of organization management; Approaches to workplace shaping – training and employee education; Global economy influence on organizational behavior; Influence of modern IT on organizational behavior.

Local economic development

The notion of local economy and local economic development. Local economy theories and comparative (non)economic disciplines of LED. Local community research. Tajbaut's hypothesis of municipalities' and cities' market. Local market failures. Local external economy. Location theory. Local social and human capital. Mobility of local production factors. Local development resources and local economic structure. Input-output analysis of local economy. Objectives, instruments and methods of LED. Partnership of local public, private and personal sector. Business sector development. Planning and programming of LEDs. LED support institutions. Monitoring and evaluation of LEDs. Operational plan and development LED program documentation.

TOURISM AND HOSPITALITY

TOURISM AND HOSPITALITY

Study program	Tourism and hospitality
Independent higher education institution where the study program is realized	Higher Business School of Professional Studies, Leskovac
Higher education institution where the study program is realized	—
Educational and scientific/educational-artistic field	social sciences and humanities
Scientific, technical or artistic field	Economic sciences
Type of studies	Undergraduate professional studies
The scope of studies expressed in ECTS credits	180 ECTS
Title	Bachelor of applied economics (Bachelor applied.)
Length of study	three years
Year in which began the realization of this study program	2007/08
Year in which the realization of this study program will begin (if the study program is new)	-
Number of students studying on this study program	294
The planned number of students who will enroll in this study program	132
Date when the application was accepted by the competent body (name the body)	22.06.2012. Commission for Accreditation and Quality Assurance
Language in which the program is running	Serbian
Year when the program was accredited	2012 (Accreditation certificate for study program Tourism and hospitality, no. 612-00-00144/2012-04)
Web address where you can find information about the study program	http://www.vpsle.edu.rs

Purpose of the study program

Purpose of the realization of the study program **Tourism and hospitality:**

- producing young experts with applicative knowledge who are ready to, immediately after their graduation actively participate in the execution of tasks and assignments for which they have been trained which creates a staff basis for development of tourism and hospitality in the region;
- modern and internationally evaluated study program, harmonized with market demands, providing students with skills, knowledge and competencies to perform tasks in tourism, hospitality, transport, congress tourism, organization of fairs, shows and other big events/manifestations;
- graduated students will be able to do the following: sell travel arrangements, apply modern information technology in travel agency operations, implement tourism organizations strategy, manage hospitality enterprises, organize and manage promotional activities of travel agencies, tourist destination, organize and coordinate marketing activities in tourism;
- students will be able to: perform tasks related to planning of development of rural tourism, make the right choice in terms of selection of communication strategies in tourism and to practically apply communication mix in tourism organizations as well as to control the quality of tourist services;
- young experts, with acquired applicative knowledge and skills in top tourist centers of the region, will be capable of taking active participation in the work of numerous tourism and hospitality organizations through the transfer of experience and positive practice of modern tourism destinations;
- employment of young experts with adequate competencies and their retention in undeveloped parts of the south of Serbia which have a positive effect on local economy and its quick progress – this being in line with long-term state strategy for combating poverty and development of underdeveloped areas;
- connecting the information system of Regional chamber of commerce and labor market, the School will be able to respond to market demands in a timely fashion and provide required learning outcomes through permanent modernization of study programs which will contribute to achievement of basic tasks and aims of the School;
- long-term cooperation of the School with Tourism Organization which contributes to formation of young experts with adequate competencies who will be able to make use of tourist potential of the south of Serbia and Corridor 10 through development of transit tourism.

Study program objectives

Specific objectives of the study program **Tourism and hospitality:**

- Realization of this study program (which represents a combination of theoretical and practical knowledge – lectures, practice classes and practical training in renowned enterprises from Serbia and abroad) will result in personnel capable of directly engaging and performing tasks and work assignments in the field of tourism and hospitality;
- Familiarize students with global trends in development of tourism, tourism destinations, tourism regions of Europe and world, development of national tourism and its place in relation to global trends;
- Familiarize students with marketing research in tourism and elements analysis: product, price, promotion, sales, human resources;
- Familiarize students with tourism market, travel agencies, travel agencies' scope of work, business operations in creating and selling travel packages and modern tendencies in tour operators' and travel agencies' operations;
- Familiarize students with the process of planning, organization, managing and controlling tourism and hospitality enterprises;
- Familiarize students with the complex system of art history and culture as one of the most important segments of tourism offer everywhere around the world;
- Capacitate students to use foreign languages/communicate in foreign languages in tourism and hospitality;
- Familiarize students with basic notions on environment in the tourism development function, indicators of environmental quality, as well as with mechanisms of environmental protection with the aim of achieving the concept of sustainable development;
- Familiarize students with particular nations' diets depending on the climate, customs, habits, religion, health conditions for hospitality purposes;
- Familiarize students with position, role and importance of gastronomy in modern hospitality;
- Familiarize students with the importance of nutrition, with energy and physiological value of food, food (animal and plant origin) preparation in hospitality;
- Capacitate students to perform tasks related to organization and management of kitchen;
- Familiarize students with the concept of quality of tourism services, modern approach and tourism services quality quality management system, use of ISO 9000 and ISO 14001 standards in tourism and tourism services quality control;
- Capacitate students to activate participation in the development of rural areas, especially rural tourism;
- Familiarize students with general aspects of promotion and basic forms of promotional activities. Familiarization with the influence of promotional activities for the success of tourism organizations;
- Capacitate students to strategically plan marketing activities in tourism, to apply marketing in travel agencies' and tour operators' business operations. Familiarization with the existing and creating new products of national Tourism Organization of Serbia;
- Familiarization with different forms and instruments of communication in tourism (propaganda, public relations, Internet). Familiarization with new tendencies in tourist communication and importance of ethics in communication in tourism.

Basic objectives of the study program **Tourism and hospitality:**

- To develop the ability to analyze, synthesize and evaluate key theoretical concepts and their practical application;
- Provide students with a theoretical basis through compulsory subjects but to also offer them a possibility to, through the selection of optional courses on the basis of their personal preferences, define the course of their further professional development;
- Develop students' capacity of critical thinking and discussing, capacity to develop practical models and strategies based on contemporary theory and practice as well as more general capacity on a personal level, research skills, analysis, problem-solving skills, communication and presentation of research results;
- Develop students' ability to systematically and with great precision formulate problems with research, apply relevant methodology and perform detailed problem analysis;
- During the course of their study and especially in the realization of practical training, provide students with an environment in which they can develop the ability to make business decisions in real business situations.

Competencies of graduated students

1. General competencies:

- Capability of analytical and critical thinking;
- Ability to apply knowledge in practice;
- Strategic thinking and anticipation of activities in the field of tourism;
- Ability to collect relevant data and analyze them in order to make business decisions in tourism;
- Management of tourism enterprises;
- Understanding tourism values and the most important trends in tourism in the world;
- Ability to criticize, self-criticism and ethical commitment;

Subject-specific competencies

- Understanding the generative and attractive potentials of emittive and receptive regions in tourism; understanding the importance of general and spatial planning for the development of tourism and demonstrating knowledge of the most important tourist regions of Serbia and beyond, as well as the basic characteristics of tourism in the region;
- Defining the mission, goals and guidelines of tourist destinations; the ability to execute a SWOT analysis of a tourist destination;
- Understanding the role, location and importance of travel agencies on the tourism market; organizing the work process in tourist agencies and conducting business operations in the formation and implementation of tourist arrangements; managing the processes of organizing and implementing travel packages;
- Carrying out intermediary business operations in tourist agencies; realization of foreign tourist arrangements; conducting managerial business activities in the catering industry and hotel industry;
- Acquiring theoretical and practical knowledge about the organization and technology of food production;
- Ability to correctly determine the nutritional value of foods and the conditions under which they are produced, processed, stored or used;
- Acquiring theoretical knowledge in the field of catering services and servicing techniques; acquiring skills for providing basic catering services;
- Acquiring theoretical and practical knowledge on organization and management in catering kitchen;
- Practical application of specific principles in gastronomy;
- Understanding the importance of preserving the environment and participating in the development of eco-tourism;
- Ability to plan the development of rural tourism and rural areas;
- Use of foreign language skills in business communication, with an understanding of professional terminology, which will help them perform particular activities in their future work;
- Ability to choose communication strategies in tourism and practical application of communication mix in tourism organizations;
- Ability to apply marketing with tour operators and travel agencies; understanding the influence of international marketing environment on the development of national tourism; Understanding trends in tourism development and impact on marketing; The necessity of studying the consumer as an individual in order to get acquainted with his behavior, together with factors that condition this behavior;
- Ability to apply various forms of promotion in tourist organizations, promotion of tourist festivals, attractions, special events and anniversaries;

- Ability to apply ISO 9000 and ISO 14001 standards in tourism services;
- Ability to control the quality of tourist services;
- Participation in various professional and interdisciplinary teams;

program Tourism and hospitality

No.	Code	Course	Semester	Type of course	Status	Active teaching			Other forms of teaching	ECTS
						L	P	DON		
First year										
1.	1TU-MAT	Mathematics	1	A	C	2	2			6
2.	1TU-BST	Business statistics	1	V	C	2	2			6
3.	1TU-ACC	Basics of accounting	1	V	C	2	2			6
4.	1TU-BMA	Basics of marketing	2	V	C	2	2			6
5.	1TU-BUE	Business economy	2	V	C	2	2			6
6.	1TU-BAE	Basics of economy	2	A	C	2	2			5
7.	1TU-BOT	Basics of tourism	2	V	C	2	1			4
8.	1TU-PP	Professional practice (first year)		VA					4	4
		Optional courses 1a (one course to be selected)								
1.	1TU-FLE1	Foreign language – English language 1 in tourism and hospitality	2	V	O	2	3			7
2.	1TU-FLF1	Foreign language – French language 1 in tourism and hospitality	2	V	O	2	3			7
		Optional courses 2 (two courses to be selected)								
1.	1TU-CHT	Cultural heritage	1	A	O	2	2			5
2.	1TU-SOC	Sociology	1	A	O	2	2			5
3.	1TU-INF	Informatics	1	A	O	2	2			5
4.	1TU-BCE	Business culture and ethics	1	A	O	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for I year						20 × 15 = 300	20 × 15 = 300			60
Overall amount of active teaching hours (per year)						600				
Second year										

1.	2TU-BMG	Basics of management	3	V	C	2	2			5
2.	2TU-KMH	Quality management in tourism and hospitality	4	V	C	1	2			4
3.	2TU-CML	Trade law	4	V	C	2	0			3
4.	2TU-TUG	Tourism geography	3	V	C	2	2			6
5.	2TU-TRD	Tourism and rural development management	3	V	C	2	2			6
6.	2TU-RMI	Risk management and insurance in tourism	3	VA	C	2	2			6
7.	2TU-TOF	Food technology and nutrition	4	VA	C	2	1			4
8.	2TU-IST	Information systems in tourism	4	V	C	1	2			4
9.	2TU-PP	Professional practice (II year)		VA					4	4
		Optional courses 3 (one course to be selected)								
1.	2TU-FLE2	Foreign language – English language 2 in tourism and hospitality	4	VA	O	1	2			4
2.	2TU-FLF2	Foreign language –French language 2 in tourism and hospitality	4	VA	O	1	2			4
		Optional courses 4(one course to be selected)								
1.	2TU-TRM	Trade management	3	VA	O	2		2		6
2.	2TU-ETN	Entrepreneurship	3	VA	O	2	2			6
		Optional courses 5 (three courses to be selected)								
1.	2TU-OBH	Organization behavior	4	VA	O	2	1			4
2.	2TU-SHI	Services in hospitality	4	CA	O	1		2		4
3.	2TU-MRT	Market research in tourism	4	VA	O	1	2			4
4.	2TU-BOG	Basics of gastronomy	4	VA	O	2		1		4
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for II year						20 × 15 =	17,5 × 15 = 262,5	2,5 × 15 = 37,5		60

						300				
Overall amount of active teaching hours (per year)						600				
Third year										
1.	3TU-EMG	Environmental management and sustainable development	6	V	C	2	2			5
2.	3TU-AGT	Travel agency management	5	VA	C	3		3		7
3.	3TU-FMG	Financial management	5	V	C	3	2			6
4.	3TU-MTH	Management of tourism and hospitality enterprises	5	V	C	2	1			4
5.	3TU-MTD	Tourism destination management	6	VA	C	2	2			5
6.	3TU-PAT	Promotional activities in tourism	6	VA	C	2	2			5
6.	3TU-STM	Strategic management	6	V	C	3	2			6
7.	3TU-PP	Professional practice (III year)	5	VA					3	3
8.	3TU-FPR	Final paper	6	VA						8
		Optional courses 6 (one course to be selected)								
1.	3TU-FLE3	Foreign language – English language 3 in tourism and hospitality	5	VA	O	1	2			4
2.	3TU-FLF3	Foreign language – French language 3 in tourism and hospitality	5	VA	O	1	2			4
		Optional courses 7 (two courses to be selected)								
1.	3TU-FLESK	Foreign language – beginners’ course- English language	5	A	O	1	2			3
2.	3TU-FLFSK	Foreign language – beginners’ course- French language	5	A	O	1	2			3
		Optional courses 8 (two courses to be selected)								
2.	3TU-TBC	Business communication in tourism	6	VA	O	1	2			4
3.	3TU-CC	Creative gastronomy	6	VA	O	1		2		4

Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for III year	20 × 15 = 300	16 × 15 = 240	4 × 15 = 60		60
Overall amount of active learning hours (per year)	600				
Total number of active teaching classes , other classes and ECST for all study years	1800				180

A – academic-general course

V – vocational course

VA – vocational-applicative course

C – compulsory course

O – optional course

L – lectures

P – practice classes

DON – other types of teaching

List of compulsory and optional courses with short course descriptions

Indicative content of the courses

Mathematics

Function mapping. Matrices and determinants. Limit value and continuity of functions. Asymptote. Extract functions. Differential of a function. Fundamental theorems of differential calculus. Analysis of the function. Indefinite and definite integral. Differential equations. Economic functions and their elasticity.

Business statistics

Basic notions and categories in statistics. Measures of central tendency. Measures of variability. Asymmetry and ellipticity. Basic theories of probability and models of the theory of distribution. Statistical inference. Hypothesis tests, χ^2 test. Correlation and regression analysis. Index numbers. Analysis of time series. Industrial capacity statistics, labor force statistics. Production statistics. Productivity statistics. Price statistics. Earnings statistics.

Basics of accounting

Classification and types of accounts. Business documentation. Business books. Inventory. Accounting plan and accounting scheme. Fixed assets accounting, monetary assets accounting, claims and liabilities accounting, materials accounting, semi-finished products and finished products accounting, merchandise accounting. Monitoring of sources of financing in accounting. Monitoring of income and expenses in accounting. Reports in accounting. Elements of organization of accounting.

Basics of marketing

The notion and the importance of marketing; Marketing information system. Researching behavioral motifs of consumers. Marketing strategy. Product, price, distribution and promotion as a marketing mix instruments. Product life cycle. Social-economic criticism of marketing; Industrial marketing. Application of marketing in different areas.

Business economy

Subject, aim, methods and aims of business systems. Forms, types and elements of investment in a business's reproduction. Costs and methodology of cost pricing calculation for products and services. Manifestations of the results of business operations and their distribution. Investment in the growth and development strategy function. Overview of business surroundings and its resources; The functioning of small, medium-scale and large-scale enterprises. Management functions. Departments in a company.

Basics of economy

Economy- subject and the method. Production and income. Results of social reproduction. Consumer confidence. Market. Monetary policy. Shareholding. Profit maximization. Competition. Characteristics of monopolistic competition. Government economic policy. Economic models – the notion and types.

Basics of tourism

The emergence and development of tourism; The notion and definition of tourism; Subject and tasks of tourism study; The aims of tourism development; Driving factors of tourism

development; Tourism functions; Material basis of tourism; Tourism offer and demand – factors which affect offer and demand; Different shapes of tourism; Tourism valorization; Tourism and surroundings; Sustainable development of tourism; Tourism politics; State role in tourism development; Modern tendencies in development of tourism.

Professional practice (I year)

Understanding the position of enterprises in the economic system; Monitoring investment, performance and factors of enterprise reproduction; Commitment and expenditure of funds; Introduction to applied methodology of calculation of expenses and cost price; Analysis of achieved results of operations and their distribution; Quality rating economy of enterprises; Introduction to investment and growth strategy and enterprise development; Consideration of environmental factors of companies; Critical review of the organizational structure; Introduction to business documents and business records and inventory; Introduction to the application of the chart of accounts and accounting elements of the organization; Accounting in practice: fixed assets, funds, assets and liabilities, materials, ongoing production and finished goods, merchandise, sources of funds, expenditures and revenues; Introduction to accounting reports; Introduction to Marketing Information System; Practical techniques in motivational research; Practical formulation of marketing strategy; The management of elements of marketing mix in practice; Market segmentation; Analysis of the product life cycle; Introduction to tourism development; Consideration of characteristics of tourist offer, tourist demand and factors affecting tourism supply and demand; Understanding the importance of tourism for economic development at the local, national and global levels; Consideration of the characteristics of certain types of tourism; Getting to know the most significant achievements through periods in the development of culture and cultural heritage; Practical application of measures of central tendency, measures of variation, skewness and kurtosis, probability theory and model theory schedules; Statistical inference, statistical hypothesis testing; The practical application of regression and correlation analysis; Application of acquired knowledge of a foreign language in business communication and business correspondence, with emphasis on the use of professional terminology.

Foreign language – English language 1 in tourism and hospitality

Business etiquette (introductions, telephoning, exchange of business cards). Travel agency. Tourism organization. Business correspondence, CRS and business plan; Catering (types of catering); Restaurants Preparing a menu. Reservation. Serving. Marketing in tourism. Event management. Grammar units: Tenses, If-clauses, Passive.

Foreign language - French language 1 in tourism and hospitality

Business etiquette (introductions, telephoning, exchange of business cards). Travel agency. Tourism organization. Business correspondence, CRS and business plan; Catering (types of catering); Restaurants Preparing a menu. Reservation. Serving. Marketing in tourism. Event management. Grammar units: Tenses, If-clauses, Passive

Cultural heritage

The notion of and definition of culture and cultural heritage; The most important achievements in development of culture and cultural heritage through periods. Ancient period. Middle Ages. New Age culture and art. Culture and art in the XIX and XX century. Cultural heritage and tourism; Cultural tourism. Methods of tourism valorization of cultural values.

Sociology

Emergence, development, subject and perspectives of sociology. Methodology of sociological research. Modern sociological theory. Nature, society and man. Structure and organization of

society. Structure and organization of society. The notion and types of social institutions and organizations. Social changes and social development. Sociology and globalization. Sociology and human resources management.

Informatics

Historical development of computers; computer hardware; processor and mother board, primary and secondary memory; input-output devices; system software and applicative software; modern operating systems; computer networks; history and development of internet.

Business ethics and culture

The notion and definitions of ethics and moral; Development of ethical thought; Modern business ethics; Different civilizational models of cultural behavior; Work, value and cultural forms; New business culture and judgment; Cultural models in the world; Business ethics; Subject of business ethics; Methods of business ethics; Business ethics and importance of communication; Business and ethical codex; Business ethics in management; Business ethics and social responsibility; Need for a new business ethic.

Basics of management

Management genesis. Development and expansion of management theory. Hierarchy of motifs and needs. Contemporary management models. Organizational structure and types of management. Management implementation. Management assets. Organizing. Motivation. Control. Organizational behavior. Importance of personality. Life-long manager education. General and specific training programs for managers.

Quality management in tourism and hospitality

The concept and definition of quality; Characteristics and specifics of quality in tourism and hospitality; Concept and definition of standard of quality; Standardization of services as the basis for quality assurance in tourism and hospitality; Application of HACCP and HALAL standards; Systems of quality management; The importance and the role of employees for quality assurance in tourism and hospitality; The importance and role of guests(customers) for assurance of quality of travel and hospitality services; The notion and importance of quality control in tourism and hospitality; Process of quality control in tourism and hospitality; Types of quality controls in tourism and hospitality.

Trade law

The notion of law and state. Sources of law. The notion of property. Ownership and possession. Law of obligation. Sources of obligations and types of contracts. The notion of Trade law and its subject. Trade law regulations and the basis of law. The notion of dividend and shareholders' rights. Statutory changes with companies, liquidation and bankruptcy. The notion of a commercial contract and securities.

Tourism geography

Introduction to tourism geography; Generative potential of emissive regions; Attraction potential of receptive regions; Tourism values; Tourism valorization of space; Inter-regional tourism flows; Regionalization and typology of receptive spaces; Tourism as an agent of space transformation; General and special tourism planning; Tourism and environmental protection; Acquiring knowledge on all segments of traffic in tourism – specifics of railway, sea, road, river, lake and air traffic; Attraction potential of tourism development of Serbia; Basic characteristics of tourism turnover in Serbia; Tourism regions in Serbia; Places outside mainland tourism regions; Types of tourism in Serbia.

Tourism and rural development management

Economic - spatial distribution of rural tourism in the world and Serbia; Development of rural tourism products; Services and process approach to quality management in rural tourism; Creating SMEs in tourism; Organization, management and encouragement of development of rural tourism; IT system of education and training for rural tourism; Investment, financing and entrepreneurship in rural tourism; Modern trends and vision of the development of rural tourism in the EU and Serbia; Tourism related to special interests in rural areas.

Risk management and insurance in tourism

The notion and definition of risk; Risk and income; Risk as an economic category; Risk, uncertainty and danger; Identification and measurement of risk in tourism; Types of risk; Risk management in tourism; Forms of risk management; The notion and role of insurance; The essence and importance of insurance; Types of insurance; Roles and the necessary documentation in insurance; Organizations and institutions in insurance; Insurance in tourism and hospitality.

Food technology and nutrition

Knowledge of goods and technology; Importance of nutrition; Nutrients; Food content; Energy and physiological food value; Operations with food preparation; Food spoilage; Food products of plant origin; Food products of animal origin; Drinks; Wine; Beer; Strong alcoholic drinks; Non-alcoholic drinks.

Information systems in tourism

Introduction to information systems; Modern operating systems; Computer hardware: processor and motherboard, primary and secondary memory; Computer hardware: Input-output devices; System software and applicative software; Security and computer protection; Classification and information system components; Information systems projecting; Management information system; Decision-making support systems; Expert systems; Information systems in tourism; Amadeus system support to airlines and travel agencies; Fidelio software package as a support system for hotels; Database organization; Computer networks; History and development of Internet.

Professional practice (II year)

Getting acquainted with the organizational structure and types of management; The importance of planning, organizing, controlling, leadership and human resources; Defining the objectives of the company; Environmental analysis and analysis of the organization's resources as a function of management; Forecasting and Strategic Planning; Strategy implementation; Integration of information in decision making; Introduction to generative and attractive potential emissive and receptive tourism in the region; Getting to know the most important directions of tourist flows in the world, with emphasis on regional tourism development; Introduction to the most important tourist regions of Serbia and the Mediterranean; Tourism market research; The organization, management and encouragement of the development of rural tourism; Investment, financing and entrepreneurship in rural tourism; Introduction to the most important regulations in the field of commercial law; Determining the degree of adaptability of the product to consumers' needs; Introduction to operations within the tourism and hospitality enterprises; Introduction to the technology of production and processing of products and the criteria for classification, nomenclature and marking goods; Testing the quality of goods; Operations in the preparation of food; Determining the nutritional value of food and analysis of the conditions under which they are produced, processed, stored or used; Introduction to the basic rules for creating menus and pricing; The organization providing services in the hospitality industry; Instruments of offers in catering, sales, inventory and charging for hospitality services; Getting to know the structure of

the computer network company / organization; Getting to know the most important application software in an enterprise / organization; Management information system; The organization, implementation and control of management information systems; Techniques for data security in information systems in a company / organization; Systems for database management; The use of public computer networks (the Internet) in the company / organization; e-business; The application of standard application software (with a focus on software package Microsoft Office) in business correspondence and business decision making; Amadeus support system for airlines and travel agencies; Fidelio software support package for hotel companies; The role of innovation in entrepreneurship; Introduction to the practice of entrepreneurship and entrepreneurial strategies; Creating a concise statement of risk management and analysis techniques for risk management; Analysis of commercial contracts in a company / organization; Analysis of compulsory elements of negotiable instruments in terms of commercial law; Application of acquired knowledge of a foreign language in business communication and business correspondence, with emphasis on the use of professional terminology..

Foreign language – English language 2 in tourism and hospitality

Different occupations in a travel agency (travel agent, manager, travel guide, agency representatives); Describing a destination (geographical-cultural and historical characteristics and sights); Organization of tours and excursions (procedures and organization); Procedure of holding a presentation on a specific topic (tour package presentation, hotel presentation, restaurant presentation); Types of accommodation (hotels, hostels, private accommodation, resorts); Departments and occupations in a hotel; Check in and check out from a hotel and paying the bill; Guest relations (welcoming guests, providing information on room facilities, saying goodbye); Quality assessment in tourism and hospitality (standards, client opinion, problems and complaints); Kitchen (organization, staff and hygiene); Bar (types of bars, inventory, making cocktails); Negotiations; Applying for a job; Writing a CV; Motivational letter; Interview. Grammar units – modal verbs; Types of clauses (relative...); Sequence of tenses; Direct and indirect speech.

Foreign language – French language 2 in tourism and hospitality

Different occupations in a travel agency (travel agent, manager, travel guide, agency representatives); Describing a destination (geographical-cultural and historical characteristics and sights); Organization of tours and excursions (procedures and organization); Procedure of holding a presentation on a specific topic (tour package presentation, hotel presentation, restaurant presentation); Types of accommodation (hotels, hostels, private accommodation, resorts); Departments and occupations in a hotel; Check in and check out from a hotel and paying the bill; Guest relations (welcoming guests, providing information on room facilities, saying goodbye); Quality assessment in tourism and hospitality (standards, client opinion, problems and complaints); Kitchen (organization, staff and hygiene); Bar (types of bars, inventory, making cocktails); Negotiations; Applying for a job; Writing a CV; Motivational letter; Interview. Grammar units – modal verbs; Types of clauses (relative...); Sequence of tenses; Direct and indirect speech.

Trade management

The notion and importance of trade; Concept of trade management; Modern tendencies in trade; Competence in trade; Marketing in trade; Marketing strategy in trade enterprises; Marketing information system of a trade company; Communication in trade; E-commerce; Sales; Sales units; Price politics; Trade promotion.

Entrepreneurship

Development of entrepreneurship in the USA, Great Britain and Japan; Models and types of

privatization. Genesis of management in developed economies. Systematic entrepreneurship and innovation. Economic and market structures. New knowledge. Entrepreneurship practice. New businesses and enterprises. Entrepreneurship and joint venture with foreign partners. Entrepreneurial strategies. Entrepreneurship and restructuring of enterprises.

Organizational behavior

Individual, interpersonal, group and organizational level in organizational behavior; Individual behavior in an organization; Values and attitudes; Motivation; Individual perception and collective action; Leadership in organizations; Ethical aspects of organization management; Approaches to workplace shaping – training and employee education; Global economy influence on organizational behavior; Influence of modern IT on organizational behavior.

Services in hospitality

The emergence, development, defining and hospitality character; Hospitality as a tertiary service sector of the economy; Types and specificity of hospitality services; Function and importance of hospitality for country's economy; Classification of hospitality units in Serbia and abroad; Classification, nomenclature, categorization of hospitality units; Organization of provision of services in hotels and restaurants; Structure and organization of staff in hotels and restaurants; Instruments of offer in hospitality; Sales, record keeping and billing in hotels and restaurants; Small inventory and equipment in hotels and other hospitality units.

Market research in tourism

Modern tendencies on the tourism market; Market research in tourism; Approaches to market research; Types of research; Methods of data collection; Sample choosing and presentation of results; Interrelatedness of marketing research and market research; Definition and analysis of tourist offer; Factors that influence tourist offer; Defining offer and demand of travel products; Needs, motifs and consumer behavior; Researching the motifs and consumer behavior; Economic, sociological and psychological explanation for consumer behavior; Consumer decisions.

Basics of gastronomy

Introduction to gastronomy; Its place and role among food sciences; Modern nutrition trends; Sanitary measures and safety at work in a hotel kitchen; Work resources; Menus; Kitchen staff and work schedule; Provision and storage of food and drinks; Preparatory work in the kitchen. Calculating food prices; Organization of measures to prevent food poisoning; Kitchen standards.

Environmental management and sustainable development

Introduction to environmental management; Ecological outcomes of economic development; economics of environmental quality; sustainable development economy; achieving sustainable development; indicators of sustainable development; pollution prevention; analysis of environmental policy; criteria for evaluation of environmental policy; introduction and implementation of models for environmental protection; organizational structure and accountability; environmental protection as an international trend; eco management and systems; environmental management systems; ecological product labelling.

Travel agency management

Service economy and tourism; Analysis of factors important for management of tourism organizations; Defining the mission, goals and guidelines of a tourism organizations; Instruments of marketing mix of a travel destination; Control of marketing activities on the level of a travel destination; Place and role of a travel agency on the tourism market; Business partners of travel agencies and tour operators; Business operations in creation of travel packages; Determining the

price of travel packages; Business operations in the selling of travel packages; Consortium of travel agencies; Modern tendencies in business operations of travel agencies and tour operators. Application of modern IT in business operations of a travel agency. Prospects of development of tour operators and travel agencies.

Financial management

Financial policy; Income statement and balance sheet. Planning of long-term investment and financial evaluation of investments efficiency. Fixed assets management; Own capital management, long-term borrowed capital management and long-term provisions. Short-term financial obligations management; Cash management. Managing the distribution of net income; Analysis of achieved financial result and company's financial status. Appraisal of enterprise's values.

Management of tourism and hospitality enterprises

Modern tendencies in the service industry; Management specifics in modern tourism; Management principles in tourism and hospitality; Strategic management of tourism and hospitality enterprises; Project management in tourism and hospitality; Factors relevant for tourism and hospitality enterprises management; The external environment of tourism and hospitality enterprises; SWOT analysis; Business orientation of tourism and hospitality enterprises; Growth and development of tourism and hospitality enterprises; Business networking with tourism and hospitality enterprises; Forms of business networking with tourism and hospitality enterprises; Human resources management of tourism and hospitality enterprises; Strategic adjustment of hospitality services to modern tendencies; New profile of managers in the service industry.

Tourism destination management

Importance and place of destination in tourism; Basic characteristics of tourism destinations; Participants in the development of tourism destinations; Competitiveness and sustainability of tourism destinations; Marketing of tourism destinations; Benchmarking of tourism destination; Sustainable development of tourism destinations; Management process of tourism destinations on a local level; Creating an image of tourism destination; Crisis management of tourism destinations.

Promotional activities in tourism

The notion of promo activities in tourism; Basic aspects of promotion (notion, definition, goals, participants, content, role, models of consumer relations and psychological principles of promotion); Basic forms of promo activities; Corporative identity in tourism; Brand in tourism; Consumer behavior in tourism; Economic propaganda in tourism; Enhancement of sales in tourism; Personal sale; Public relations; Sponsorship; Forms of promotion in tourism organizations.

Strategic management

Strategic management and its content. Evaluation of strategic management system. Enterprise aims. Prediction as a basis of strategic management. Analysis of a business environment, analysis of organization's resources. Shaping of a business strategy. Strategic planning. Implementation of a strategy. Organizational strategy. Strategy control. Integration of information necessary for the decision-making process. Basic functions of information system.

Professional practice (III year)

Analysis of the benefits and costs of environmental protection; Introduction to the policy of sustainable development and legislation in the field of environmental protection; Understanding the role and importance of travel agencies in the tourism market; Getting to know the business

scope and organization of travel agencies; Defining the mission, policies and objectives of tourist destinations; SWOT analysis of tourist destinations; Introduction to business operations in the formation and execution of the travel arrangement; Introduction to the management of commercial activities on the domestic and foreign markets; Providing conciliative business operations in travel agencies; Analysis of master plans for tourism destinations; Restaurant management and concierge services; Realization of foreign tourist packages; Managing business operations in a tourism and catering company; The gastronomic offer in tourism; Recognizing the importance of creative gastronomy in modern hospitality industry; Practical application of basic principles of gastronomy; Activities of connecting in the hospitality industry; Forms of promotion in tourism and hospitality; Developing abilities and skills for business communication in tourism; The organization of carrying out financial operations, financial records and instruments; Financial marketing; Liquidity policy of a company / organization; Introduction to international payment transactions, international payments and reporting systems for payment; Introduction to operations in the foreign exchange market; Analysis of the environment and resources of the organization; The role of strategy in the implementation of operations with a choice of strategic options; Understanding the role of information for business decision-making, with the value expression as a condition for the integration of information; Observation of the processes of business connection between the general strategy and partial strategies; Introduction to control and audit strategy, through timely and reliable assessment of the current implementation of the strategy and the creation of conditions for taking corrective actions; Application of acquired knowledge of a foreign language in business communication and business correspondence, with emphasis on the use of professional terminology.

Final paper

Final paper represents a student's research paper in which he/she is introduced to the methodology of research in Tourism and hospitality area. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Discussion (containing results of the performed research), Conclusion and Literature.

Foreign language – English language 3 in tourism and hospitality

Organization of fairs; Preparation of documentation and visa preparation; Types of guests and travelers; Types of transport in tourism; Airport (airport organization, types of jobs, procedure of going through an airport); Cruisers (how it looks, occupations, organization of cruises); Trains; Booking tickets and renting vehicles (ferries, cruisers, airplanes, trains); Insurance and provision (types of travel insurance); World wonders; Types of tourism (international tourism, spa tourism, wine tourism); Reps and guides (types of representatives and guides, job description, writing reports and solving problems during visitors' stay, creating activities, dressing and how to treat a client); Grammar units: direct and indirect speech, infinitive, gerund.

Foreign language – French language 3 in tourism and hospitality

Organization of fairs; Preparation of documentation and visa preparation; Types of guests and travelers; Types of transport in tourism; Airport (airport organization, types of jobs, procedure of going through an airport); Cruisers (how it looks, occupations, organization of cruises); Trains; Booking tickets and renting vehicles (ferries, cruisers, airplanes, trains); Insurance and provision (types of travel insurance); World wonders; Types of tourism (international tourism, spa tourism, wine tourism); Reps and guides (types of representatives and guides, job description, writing reports and solving problems during visitors' stay, creating activities, dressing and how to treat a client); Grammar units: direct and indirect speech, infinitive, gerund.

English language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

French language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

Business communication in tourism

Basic notions of communication in tourism; Mass phenomenon (tourists); Tourism shapes and forms of tourism communication; Local, regional and global communication in tourism; Basic theories of communication in tourism; Paradigm of development of tourism communication; Models and forms of communication; Practical communication in tourism; Promotional strategies; Communication mix in a tourism enterprise; Propaganda as a communication instrument in tourism; Public relations as a communication instrument in tourism; Internet as a communication instrument in tourism; New tendencies in tourism communication; Ethics in tourism communication.

Creative gastronomy

The concept, origin and development of gastronomy; National gastronomy; Terminology in gastronomy; Meals in tourism and their offer; Special events' meals; Gastronomic offer in rural tourism; Food processing methods; Food of animal origin; Fish; Food of plant origin; spices and condiments; Hot and cold kitchen; Gastronomic products; Categorization of gastronomic products; National gastronomic products of the world.

MANAGEMENT OF FOOD TECHNOLOGY AND GASTRONOMY

MANAGEMENT OF FOOD TECHNOLOGY AND GASTRONOMY

Study program	Management of food technology and gastronomy
Independent higher education institution where the study program is realized	Higher Business School of Professional Studies, Leskovac
Higher education institution where the study program is realized	—
Educational and scientific/educational-artistic field	Technical-technological sciences
Scientific, technical or artistic field	Industrial Engineering and Engineering Management
Type of studies	Undergraduate Applied Studies
The scope of studies expressed in ECTS credits	180 ECTS
Title	Bachelor engineer of applied management (Bachelor engineer of management)
Length of study	three years
Year in which began the realization of this study program	2015/2016
Year in which the realization of this study program will begin (if the study program is new)	-
Number of students studying on this study program	66
The planned number of students who will enroll in this study program	132
Date when the application was accepted by the competent body (name the body)	03.02.2015. School's Council 30.06.2016. Decision on accreditation supplement from 66 to 132 students
Language in which the program is running	Serbian
Year when the program was accredited	2015.
Web address where you can find information about the study program	http://www.vpsle.edu.rs

Purpose of the study program

Purpose of the realization of the study program Management of food technology and gastronomy

- producing young experts who are ready to, immediately after their graduation actively participate in the execution of tasks and assignments for which they have been trained which creates a regional staff basis in the field of management of food technology and gastronomy
- this study program is a response to modern world trends in the field of gastronomy and globalization of nutrition problems which in turn leads to numerous health-safety, technological, nutritive and other standards for the sake of developing gastronomy as an important segment of tourism industry;
- modern and internationally evaluated study program, harmonized with market demands, providing students with skills, knowledge and capacity to perform various tasks in the field of gastronomy;
- graduated students will be capable of managing kitchens and actively participate in a variety of activities in hospitality organizations through the transfer of experience and positive practice from modern kitchens;
- employment of young experts with adequate competencies and their retention in undeveloped parts of the south of Serbia which have a positive effect on local economy and its quick progress – this being in line with long-term state strategy for combating poverty and development of underdeveloped areas;
- connecting the information system of Regional chamber of commerce and labor market, the School will be able to respond to market demands in a timely fashion and provide required learning outcomes through permanent modernization of study programs which will contribute to achievement of basic tasks and aims of the School;
- long-term cooperation of the School with Tourism Organization which contributes to formation of young experts with adequate competencies who will be able to make use of tourist potential of the south of Serbia and Corridor 10 through development of transit tourism.

Study program objectives

Specific objectives of the study program **Management of food technology and gastronomy**:

- Realization of this study program (which represents a combination of theoretical and practical knowledge – lectures, practice classes and practical training in renowned enterprises from Serbia and abroad) will result in personnel capable of directly engaging and performing tasks and work assignments in the field of management of food technology and gastronomy;
- Enable students to acquire practical skills through active students' participation in laboratory and practical exercises in various catering facilities;
- Enable students to understand the position, role and importance of gastronomy in modern hospitality industry;
- Enable students to grasp the importance of creative gastronomy in meeting tourist needs;
- Familiarize students with characteristics of national and international gastronomy;
- Enable students to use modern technology in their work, tracking contemporary culinary trends and implementing quality culinary and gastronomic services;
- Enable students to perform the tasks of purchasing, receiving and storing raw materials for food production;
- Enable students to plan, organize, manage and control the execution of tasks in hotel and restaurant kitchens;
- Acquiring knowledge on management of small and medium enterprises and institutions in which the kitchen plays an important role;
- Enable students to start their own business in the field of food technology and gastronomy;
- Capacitate students to develop projects in the field of food technology and gastronomy;
- Capacitate students to plan, organize, manage and control the execution of tasks in social hospitality kitchens (hospitals, military institutions, prisons, canteens);
- Familiarize students with the importance of establishing small and medium-sized catering companies engaged in the production and serving of food;
- Familiarizing students with the importance of nutrition, with energy and physiological value of food, operations for preparing foodstuffs of animal and plant origin for catering purposes;
- Familiarizing students with diets of particular nations in relation to their climate, customs, habits, religions, health conditions for catering needs;
- Capacitate students for rational and economical use of food and materials to achieve the quality of services;
- Familiarizing students with the role of microorganisms in the production, storage and deterioration of food and food products;
- Familiarizing students with the effects nutrition has on human health;
- Familiarizing students with standardization and quality systems, organization of control in food production, as well as methods used for quality control of foodstuffs;
- Familiarizing students with modern theoretical and practical aspects of catering management and its importance for the successful design of a comprehensive gastronomic offer and market positioning in catering;
- Capacitate students for modern communication in foreign languages in tourism and hospitality;

basic objectives of the study program **Management of food technology and gastronomy**

- To develop the ability to analyze, synthesize and evaluate key theoretical concepts in the field of management of food technology and gastronomy and their practical application;
- Provide students with a theoretical basis through compulsory subjects but to also offer them a possibility to, through the selection of optional courses on the basis of their personal preferences, define the course of their further professional development;
- Develop students' capacity of critical thinking and discussing, capacity to develop practical models and strategies based on contemporary theory and practice;
- Develop students' analytical and research skills, problem-solving skills, communication and presentation skills in the field of management of food technology and gastronomy;
- Develop students' ability to systematically and with great precision formulate problems with research, apply relevant methodology and perform detailed problem analysis;
- During the course of their study and especially in the realization of practical training, provide students with an environment in which they can develop the ability to make business decisions in real business situations in the fields of management of food technology and gastronomy.

Competencies of graduated students

General competencies

- Capability of analytical and critical thinking;
- Ability to apply knowledge in practice;
- Strategic thinking and anticipation of activities in the field of management of food technology and gastronomy;
- Ability to collect relevant data and analyze them in order to make business decisions in gastronomy;
- Management of enterprises in field of management of food technology and gastronomy;
- Ability to criticize, self-criticism and ethical commitment;

2. Subject-specific competencies

- Ability to apply basic principles in gastronomy and examine contemporary trends in gastronomic offer and demand;
- Ability to perform managerial tasks in gastronomy;
- Manage small and medium-sized enterprises and institutions in which kitchens hold an important position;
- Ability to start one's own business in the field of food technology and gastronomy;
- Ability to develop projects in the field of food technology and gastronomy;
- Ability to criticize, self-criticism and ethical commitment;
- Application of theoretical knowledge in hospitality and servicing techniques; acquiring skills for providing basic catering services;
- Application of theoretical and practical knowledge on kitchen organization and management;
- Ability to correctly determine nutritive value of foods and conditions under which they are produced, processed, stored or used;
- Ability to apply knowledge about food technology;
- Ability to recognize the impact of food on human organism;
- Ability to perform tasks of the procurement;
- Application of knowledge on basics of raw material procurement for the production of gastronomic products;
- Application of knowledge on the basis of the process of production of food products (fruits and vegetables, cereals and flour, carbohydrates, confectionery products technology ...) and animal origin (milk and meat technology);
- Understanding the classification of certain groups of food products, as well as the basic characteristics of the technological process of production;
- Ability to apply standards and quality systems in food technology and gastronomy;
- Ability to produce and market gastronomic products;
- Ability to control food production and trade;
- Mastering the processes of food preservation;
- Ability to apply the basic rules and principles for making menus, calculations
- Ability to provide quality culinary and gastronomic services;
- Ability to control the quality of gastronomic products and services;
- Ability to apply knowledge in the production of various types of pastry and desserts;
- Ability to apply knowledge about the catering operations and knowledge necessary for the planning and implementation of functions at certain locations, at a specific time, where food and beverage supply plays an important role;
- Ability to manage human resources in the kitchen.

**Listing of courses by semesters and years of study undergraduate professional studies study
program Management of food technology and gastronomy**

N o.	Code	Course	Semeste r	Type of course	Status	Active teaching			Other forms of teaching	ECTS
						L	P	DON		
First year										
1.	1MG-MAT	Mathematics	1	A	C	2	2			6
2.	1MG-INF	Informatics	1	A	C	2	2			5
3.	1 MG -BST	Business statistics	1	V	C	2	2			6
4.	1 MG -SOF	Nutrition science	1	V	C	2	2			6
5.	1 MG -BFT	Basics of food technology	1	V	C	2	2			6
6.	1 MG -BOG	Basics of gastronomy	2	VA	C	2	0	1		4
7.	1 MG -BUE	Business economy	2	V	C	2	2			6
8.	1 MG -BPP	Basics of organization	2	V	C	2	2			5
9.	1 MG -PP	Professional practice (first year)		VA	C				4	4
		Optional courses 1 (one course to be selected)								
1.	1 MG -FLE1	Foreign language – English language 1 in tourism and hospitality	2	VA	O	2	3			7
2.	1 MG -FLF1	Foreign language – French language 1 in tourism and hospitality	2	VA	O	2	3			7
		Optional courses 2 (one course to be selected)								
1.	1 MG -SOC	Sociology of work	2	A	O	2	2			5
2.	1 MG -BAE	Basics of economy	2	A	O	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for I year						20×15 =300	20× 15= 300			60
Overall amount of active teaching hours (per year)						600				
Second year										
1.	2 MG -BMG	Basics of management	3	V	C	2	2			5
2.	2 MG -CKG	Commercial knowledge of goods	3	VA	C	2	2			5
3.	2 MG -TOF	Food technology	3	VA	C	2	2			6
4.	2 MG -BMA	Basics of marketing	4	V	C	2	2			6
5.	2 MG -FMA	Financial management and accounting	4	V	C	3	2			7
6.	2 MG -MBF	Food microbiology	4	VA	C	1	2			4

7.	2 MG - CML	Commercial law	4	V	C	2	0			3
8.	2 MG - pp	Professional practice (II year)		VA	C				4	4
		Optional courses 3 (one course to be selected)								
1.	2 MG - FLE2	Foreign language – English language 2 in tourism and hospitality	4	VA	O	1	2			4
2.	2 MG - FLF2	Foreign language – French language 2 in tourism and hospitality	4	VA	O	1	2			4
		Optional courses 4 (one course to be selected)								
1.	2 MG - CC	Creative gastronomy	4	VA	O	1	0	2		4
2.	2 MG - CMG	Catering management	4	VA	O	1	0	2		4
		Optional courses 5 (two courses to be selected)								
1.	2 MG - ENM	Entrepreneurial management	3	V	O	2	2			6
2.	2 MG - RM	Risk management	3	V	O	2	2			6
3.	2 MG - BCM	Business communications	3	V	O	2	2			6
4.	2 MG - HRM	Human resources management	3	V	O	2	2			6
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for II year						20×15 =300	18×15 =270	2×15= 30		60
Overall amount of active teaching hours (per year)						600				
Third year										
1.	3 MG - GMG	Gastronomy management	5	VA	C	2	0	1		4
2.	3 MG - MTH	Management of tourism and hospitality enterprises	5	C	C	2	1			4
3.	3 MG - FOC	Basics of food conservation	5	CA	C	1	2			4
4.	3 MG - PM	Project management	5	C	C	2	2			5
5.	3 MG - NUT	Nutrition science	5	VA	C	2	2			5
6.	3 MG - SKF	Systems of quality in food production	5	VA	C	1	2			4
7.	3 MG - EMG	Environmental management and sustainable development	6	V	C	2	2			5
8.	3 MG - BL	Business logistics	6	VA	C	3	2			5
9.	3 MG - STM	Strategic management	6	V	C	3	2			6
10.	3 MG - PP	Professional practice (III year)	5	VA	C				3	2
11.	3 MG - FPR	Final paper		VA	C					8
		Optional courses 6 (two courses to be selected)								
1.	3 MG - SHI	Services in hospitality	6	VA	O	1	0	2		4
2.	3 MG -	Pastry with bakery	6	VA	O	1	0	2		4

	BTC									
3.	3 MG - ING	International gastronomy	6	VA	O	1	0	2		4
4.	3 MG - NGA	National gastronomy	6	VA	O	1	0	2		4
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for III year						20×15 =300	15×15 =225	5×15= 75		60
Overall amount of active learning hours (per year)						600				
Total number of active teaching classes , other classes and ECST for all study years						1800				180

A – academic-general course

V – vocational course

VA – vocational-applicative course

C – compulsory course

O – optional course

L – lectures

P – practice classes

DON – other types of teaching

List of compulsory and optional courses with short course descriptions

Indicative content of courses

Mathematics

Function mapping. Matrices and determinants. Limit value and continuity of functions. Asymptote. Extract functions. Differential of a function. Fundamental theorems of differential calculus. Analysis of the function. Indefinite and definite integral. Differential equations. Economic functions and their elasticity.

Informatics

Historical development of computers; computer hardware; processor and mother board, primary and secondary memory; input-output devices; system software and applicative software; modern operating systems; computer networks; history and development of internet.

Basics of gastronomy

Introduction to gastronomy; Its place and role among food sciences; Modern nutrition trends; Sanitary measures and safety at work in a hotel kitchen; Work resources; Menus; Kitchen staff and work schedule; Provision and storage of food and drinks; Preparatory work in the kitchen; Calculating food prices; Taking measures to prevent food poisoning; Kitchen standards.

Business economy

Subject, aim, methods and aims of business systems. Forms, types and elements of investment in a business's reproduction. Costs and methodology of cost pricing calculation for products and services. Manifestations of the results of business operations and their distribution. Investment in the growth and development strategy function. Overview of business surroundings and its resources; The functioning of small, medium-scale and large-scale enterprises. Management functions. Departments in a company.

Business statistics

Basic notions and categories in statistics. Measures of central tendency. Measures of variability. asymmetry and ellipticity. Basic theories of probability and models of the theory of distribution. Statistical inference. Hypothesis tests, χ^2 test. Correlation and regression analysis. Index numbers. Analysis of time series. Industrial capacity statistics, labor force statistics. Production statistics. Productivity statistics. Price statistics. Earnings statistics.

Basics of organization

Introduction to organizations. The notion and importance of organization. Theory of organization. The development of organization sciences. Principles, techniques, assets and instruments of an organization. Elements of an organization. Organization of business systems. Organizational forms. Organizational structures. Organizational function. Organizational behavior. Organization of work process. Labor productivity. Institutional forms of organizing.

Nutrition science

Nutrition; The importance of nutrition; The characteristics of food products; The contents of food products; The energy and physiological value of food; Operations with food preparation; Spoilage of food products; Foods of plant origin; Foods of animal origin; Strong alcoholic drinks; Non-alcoholic drinks

Basics of food technology

Functional properties of food; basic principles of proper diet and determining a nutrition pyramid and fluid intake; Defining quality and the principles of food products' quality management;

Familiarization with the principles of food preservation; The characteristics and ways of obtaining food products of plant origin (cereals, fruit and vegetables), foods of animal origin (meat, milk, eggs and honey) and foods obtained with fermentation – use of microorganisms (wine, beer, acid); Determining the percentage of usage of raw materials, secondary raw materials and energy in technological process in order to form an overall worth (value) of an obtained product.

Professional practice (I year)

Understanding the position of enterprises in the economic system; Monitoring investment performance and factors of enterprise reproduction; Commitment and expenditure of funds; Introduction to the applied methodology of calculating expenses and cost price; Analysis of the results of operations and their distribution; Quality rating of the economy of enterprises; Introduction to investment and growth strategy and enterprise development; Consideration of environmental factors companies; Critical review of the organizational structure; Recognizing the importance of nutrition and basic characteristics of basic groceries; Operations in the preparation of food; The role and importance of gastronomy in contemporary hospitality industry; The application of the basic rules for creating menus, calculation and pricing; Supply and storage of food and beverages; Preparatory work in the kitchen; Consideration of the basic characteristics of the technological process of food production; The application of quality management principles of food products; Identifying and effectively addressing the problems that modern organizations face; Knowing the essential role of man in the work process and the functioning of social groups in a professional world; Practical application of measures of central tendency, measures of variation, skewness and kurtosis, probability theory and model theory schedules; Statistical inference, statistical hypothesis testing; The practical application of regression and correlation analysis; Application of acquired knowledge of a foreign language in business communication and business correspondence, with emphasis on the use of professional terminology.

Foreign language – English language 1 in tourism and hospitality

Business etiquette (introductions, telephoning, exchange of business cards). Travel agency. Tourism organization. Business correspondence, CRS and business plan; Catering (types of catering); Restaurants Preparing a menu. Reservation. Serving. Marketing in tourism. Event management. Grammar units: Tenses, If-clauses, Passive.

Foreign language - French language 1 in tourism and hospitality

Business etiquette (introductions, telephoning, exchange of business cards). Travel agency. Tourism organization. Business correspondence, CRS and business plan; Catering (types of catering); Restaurants Preparing a menu. Reservation. Serving. Marketing in tourism. Event management. Grammar units: Tenses, If-clauses, Passive

Sociology of work

The subject of sociology of work; Sociology of work and its relation to other sciences; Sociological determination of work; Types of relations in the work process; Social work actors; Work determinants; Sociological aspect of work organization; Social conflicts in work sphere; Scientific-technological revolution and human labour; Work transformations in the era of globalization; Work morals; Labour and time.

Basics of economy

Economy- subject and the method. Production and income. Results of social reproduction. Consumer confidence. Market. Monetary policy. Shareholding. Profit maximization. Competition. Characteristics of monopolistic competition. Government economic policy. Economic models – the notion and types.

Basics of management

Management genesis. Development and expansion of management theory. Hierarchy of motifs and needs. Contemporary management models. Organizational structure and types of management. Management implementation. Management assets. Organizing. Motivation. Control. Organizational behavior. Importance of personality. Life-long manager education. General and specific training programs for managers.

Basics of marketing

The notion and the importance of marketing; Marketing information system. Researching behavioral motifs of consumers. Marketing strategy. Product, price, distribution and promotion as a marketing mix instruments. Product life cycle. Social-economic criticism of marketing; Industrial marketing. Application of marketing in different areas.

Commercial knowledge of goods

The concept and classification of goods; The quality of goods; Raw materials; Organic chemical industry products; nonorganic chemical industry products; Metallurgy products; Food products; Product market; Surroundings' analysis; Product-market relation; Product marketing; Basic characteristics of products; design, price, promotion and distribution of products; Product portfolio; Branding of products.

Food technology

Basics of food technology; Food content; Energy and physiological food value; Fruit and vegetables technology; Wheat and flour technology; Bread and pastry production; Carbohydrates technology; Confectionary products technology; Beer and non-alcoholic drinks technology; Wine and strong alcoholic drinks technology; Spices, seasonings and herbs technology; Milk technology; Dairy products technology; Meat technology; Meat products technology;

Financial management and accounting

Financial policy; Planned income statement and balance sheet planning; Long-term investment planning and financial evaluation of investment efficiency; fixed assets management; owner's equity management, long-term debt management and long-term provisioning management; short-term financial obligations management; Cash management; Managing the distribution of net income; the analysis of achieved financial results and total assets; Valuation; Company's information system and AIS; Accounting of funds; Accounting of the sources of capital; Accounting of revenues and expenditures; accounting reports.

Food microbiology

Food properties important for microbial growth; The significance and origin of microorganisms in food; Natural microbial food population; Types of microbial growth in food; Fermented food microorganisms; Fermented food; Beneficial intestinal bacteria; Bioconservants; Different types of disease caused by food microorganism; Microorganisms as indicators of food spoilage; Food spoilage; Sanitation; Control of the growth of microorganisms in food.

Trade law

The notion of law and state. Sources of law. The notion of property. Ownership and possession. Law of obligation. Sources of obligations and types of contracts. The notion of Trade law and its subject. Trade law regulations and the basis of law. The notion of dividend and shareholders' rights. Statutory changes with companies, liquidation and bankruptcy. The notion of a commercial contract and securities.

Professional practice (II year)

Getting acquainted with the organizational structure and types of management; The importance of planning, organizing, controlling, leadership and human resources; Defining the objectives of the company; Environmental analysis and analysis of the organization's resources as a function of management; Forecasting and Strategic Planning; Strategy implementation; Integration of information in decision making; Introduction to the most important regulations in the field of commercial law; Determining the degree of adaptability of the product to consumers' needs; Introduction to operations in the kitchens of restaurants; Introduction to the technology of production and processing of products and the criteria for classification, nomenclature and labeling of goods; Testing the quality of goods; Operations in the preparation of food; Determining the nutritional value of food and analysis of the conditions under which they are produced, processed, stored or used; Thermal-heating food processing methods; Consideration of the role of microorganisms in maintaining the quality and spoiling of food; Getting to know the basic rules for creating menus and pricing; Introduction to modern practical aspects of catering management and its importance for the successful development of a comprehensive gastronomic offer; Catering operations and sales of catering services; Introduction to the practice of entrepreneurship and entrepreneurial strategies; Creating a concise report about the risk management and analysis of techniques for risk management; Analysis of economic contracts in the company / organization; Analysis of the compulsory elements of negotiable instruments in terms of commercial law; Applying the basic principles of effective organization, management and decision-making about human resources; Application of acquired knowledge of a foreign language in business communication and business correspondence, with emphasis on the use of professional terminology.

Foreign language – English language 2 in tourism and hospitality

Different occupations in a travel agency (travel agent, manager, travel guide, agency representatives); Describing a destination (geographical-cultural and historical characteristics and sights); Organization of tours and excursions (procedures and organization); Procedure of holding a presentation on a specific topic (tour package presentation, hotel presentation, restaurant presentation); Types of accommodation (hotels, hostels, private accommodation, resorts); Departments and occupations in a hotel; Check in and check out from a hotel and paying the bill; Guest relations (welcoming guests, providing information on room facilities, saying goodbye); Quality assessment in tourism and hospitality (standards, client opinion, problems and complaints); Kitchen (organization, staff and hygiene); Bar (types of bars, inventory, making cocktails); Negotiations; Applying for a job; Writing a CV; Motivational letter; Interview. Grammar units – modal verbs; Types of clauses (relative...); Sequence of tenses; Direct and indirect speech.

Foreign language – French language 2 in tourism and hospitality

Different occupations in a travel agency (travel agent, manager, travel guide, agency representatives); Describing a destination (geographical-cultural and historical characteristics and sights); Organization of tours and excursions (procedures and organization); Procedure of holding a presentation on a specific topic (tour package presentation, hotel presentation, restaurant presentation); Types of accommodation (hotels, hostels, private accommodation, resorts); Departments and occupations in a hotel; Check in and check out from a hotel and paying the bill; Guest relations (welcoming guests, providing information on room facilities, saying goodbye); Quality assessment in tourism and hospitality (standards, client opinion, problems and complaints); Kitchen (organization, staff and hygiene); Bar (types of bars, inventory, making cocktails); Negotiations; Applying for a job; Writing a CV; Motivational letter; Interview. Grammar units – modal verbs; Types of clauses (relative...); Sequence of tenses; Direct and indirect speech.

Creative gastronomy

The concept, origin and development of gastronomy; National gastronomy; Terminology in

gastronomy; Meals in tourism and their offer; Special events' meals; Gastronomic offer in rural tourism; Food processing methods; Animal origin food; Fish; Plant origin food; spices and condiments; Hot and cold kitchen; Gastronomic products; Categorization of gastronomic products; National gastronomic products of the world.

Catering management

Introduction to catering; Catering market; Marketing in catering; Catering customer service; Equipment and inventory in catering; spaces and facilities for catering business; Catering personnel; Meal function in catering; Catering operations and business; Selling of catering services; Financial control and reports in catering.

Entrepreneurial management

The genesis of entrepreneurship; Assumptions and conditions of development of entrepreneurship; Innovations and entrepreneurship; Individual, corporative and group entrepreneurship; The development of technology and knowledge; Entrepreneurial strategies and tactics; Strategy of innovative entrepreneurial management; Implementation of entrepreneurial management tactics; Entrepreneurship and risks; Risk management; Entrepreneurial management; The notion and development of incubation centers; Small enterprise and entrepreneurship; Organizational culture; Project management.

Risk management

Basics in risk management. Risk treatment. Risk reaction. Risk reporting. Risk takers. Risk management and supervision. Definitions of corporate management. Risk and possibilities. Principle of efficiency. Revision plan. Risk management activities. What are some of the concrete challenges? The problem of growth sustainability. Equality and equal opportunities; Benchmarking. The problem area.

Business communications

Business strategy of communication with the environment; Internal business communications; Strategy of business communication with an international environment; Promotional strategies; Company's communication mix; Economic propaganda as an instrument of business communications; Public relations as an instrument of business communications; Sales promotion as an instrument of business communications; Direct marketing as an instrument of business communications; Internet as an instrument of business communications; Personal sale as an instrument of business communications; New tendencies in personal sale as an instrument of business communications; Communicative competence of instruments of marketing mix; Concept of integrated marketing communications; Ethics in business communications.

Human resources management

General concepts of human resources management. Human resources management activities. Human resources planning. The process of human resources recruitment and selection. Employee training and education. Rewarding and employee motivation. Health and safety of employees. Career management, degradation and employee dismissal. Employee performance evaluation. Organization of the function of human resources management.

Environmental management and sustainable development

Introduction to environmental management; Ecological outcomes of economic development; economics of environmental quality; sustainable development economy; achieving sustainable development; indicators of sustainable development; pollution prevention; analysis of environmental policy; criteria for evaluation of environmental policy; introduction and implementation of models for environmental protection; organizational structure and

accountability; environmental protection as an international trend; eco management and systems; environmental management systems; ecological product labelling.

Business logistics

Historical aspect of logistics and technical logistics; The developmental aspect of logistics and logistic technology; IT in logistics; Informational system in logistics; Fundamentally technical logistics; Procurement logistics; Logistical activities and choice of suppliers; Warehousing logistics; Supplies logistics; Logistics of inner movement; Transport logistics; Distribution logistics and delivery logistics; Logistic strategies.

Gastronomy management

Introduction to gastronomy management; The gastronomic terminology; types of gastronomic kitchens; equipment and installations in modern kitchens; Creating menus; Functions of gastronomic management; Provisional function; admission and storage of viands in the kitchens; Production function; Technical-technological process in the production-service sectors; Food processing techniques; Standards and quality in gastronomy; Food quality management; Control in the production of food and drinks; Sanitary-hygienic safety in food production.

Management of tourism and hospitality enterprises

Modern tendencies in the service industry; Management specifics in modern tourism; Management principles in tourism and hospitality; Strategic management of tourism and hospitality enterprises; Project management in tourism and hospitality; Factors relevant for tourism and hospitality enterprises management; The external environment of tourism and hospitality enterprises; SWOT analysis; Business orientation of tourism and hospitality enterprises; Growth and development of tourism and hospitality enterprises; Business networking with tourism and hospitality enterprises; Forms of business networking with tourism and hospitality enterprises; Human resources management of tourism and hospitality enterprises; Strategic adjustment of hospitality services to modern tendencies; New profile of managers in the service industry.

Basics of food conservation

Energy and nutrient composition of food; Causes of food spoilage; Energy relation between moisture and material; Water activity as the basic parameters for product characterization; Conventional ways of food conservation; Application of high and low (extreme) temperatures; Drying, drying food techniques and dehydrators; Low temperature drying and lyophilization (freeze drying); Application of electrolytes and gas for food conservation; Food irradiation; Pascalization; Chemical conservation; Bio preservation; Food packaging.

Strategic management

Strategic management and its content. Evaluation of strategic management system. Enterprise aims. Prediction as a basis of strategic management. Analysis of a business environment, analysis of organization's resources. Shaping of a business strategy. Strategic planning. Implementation of a strategy. Organizational strategy. Strategy control. Integration of information necessary for the decision-making process. Basic functions of information system.

Project management

Management of business systems. The notion and types of projects. Concept of project management. Project management organization. Management of project risks. Communications management. Managing project changes. Methods and techniques of project management. Standard PC programs for project management.

Nutrition

The notion of food; Nutrition and human health; The importance of proper nutrition for the health of people; Nutrition according to age and activities; Nutrition value of certain types of food; Genetically modified food; The preparation and food and food preservation; The rules and guidelines in food production and preparation; Food production and preparation standards; HACCP standards; HALAL standards; Reading labels on food products; Modern nutrition trends.

Systems of quality in food production

Introduction to quality management systems in food industry; Types of quality management systems; Quality standards ISO; HACCP in food control; The process of HACCP implementation; Chemical methods of food analysis; Instrumental methods of analysis; Optical methods of analysis; Sensor methods of analysis; Microbiological methods of analysis.

Professional practice (III year)

Analysis of the benefits and costs of environmental protection; Introduction to the policy of sustainable development and legislation in the field of environmental protection; Managing business operations in a tourism and catering company; Gastronomic offer in tourism; Recognizing the importance of creative gastronomy in modern hospitality industry; Practical application of basic principles of gastronomy; Getting to know the culture and nutrition of other people; Individual preparation of certain dishes of national cuisine; Consideration of the impact of food on the human body; Techniques of preservation of raw materials and products; Examples of conservation of raw materials and products; Technological procedures for preservation; Preparation, storage, presentation and serving of bakery and confectionery products; Standards and quality systems in the food industry; Implementation of control in the production and transportation of food; The application of HACCP standards in bakeries and confectionery; Activities of connecting in the hospitality industry; Tourism market research and consumer behavior in tourism; Motive research and consumer behavior; The logistic organization of production processes and systems; The role of strategy in the implementation of operations with a choice of strategic options; Observation of the processes of business connection between the general strategy and partial strategies; Introduction to control and audit strategy, through timely and reliable assessment of the current implementation of the strategy and the creation of conditions for taking corrective actions; Application of acquired knowledge of foreign languages in business communication and business correspondence, with emphasis on the use of professional terminology.

Final paper

Final paper represents a student's research paper in which he/she is introduced to the methodology of research in Management of food technology and gastronomy area. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Discussion (containing results of the performed research), Conclusion and Literature.

Services in hospitality

The emergence, development, definition of hospitality and its character; Hospitality as a tertiary service sector of economy; Types and specificity of hospitality services; Function and importance of hospitality for country's economy; Classification of hospitality units in Serbia and abroad; Classification, nomenclature, categorization of hospitality units; Organization of provision of services in hotels and restaurants; Types of hotels, organization and provision of services in hotels; Division, importance and organization of hospitality services in transportation (railway, air traffic, sea and river traffic); Work organization in providing services in production/service departments (kitchen and lounge); Structure and organization of staff in hotels and restaurants;

Instruments of offer in hospitality; Sales, record keeping and billing in hotels and restaurants; Small inventory and equipment in hotels and other hospitality units.

Pastry with bakery

Basic and additional ingredients in baking industry; Basic and additional ingredients used in pastry; Baking process in baking industry; Baking process in pastry; Basic cooling techniques; Types of baked goods; Types of pastry goods; Semi-manufactured goods; Evaluation of quality of final products; Application of HACCP standard in baking and pastry; Hygienic and sanitary conditions in the production of baked and pastry goods.

International gastronomy

Traditions of national cuisine of the world; Characteristics of some national gastronomies; Characteristics of Italian cuisine; History of Italian cuisine; Important gastronomic regions of Italy; Ingredients in Italian cuisine; Characteristics of Greek cuisine; History of Greek cuisine; Characteristics of Spanish cuisine; Characteristics of Hungarian cuisine; Characteristics of German cuisine; Characteristics of Irish cuisine; Characteristics of Swedish cuisine; Characteristics of Turkish cuisine; Characteristics of Mexican cuisine.

National gastronomy

History and development of Serbian cuisine; Serbian national dishes; Serbian gastronomic product; Regional cuisines; Vojvodina cuisine; Šumadija and Western Serbia cuisine; South Serbia cuisine; Serbian gastronomic products in menus of hospitality enterprises; Leskovac barbeque as a national brand; Serbian national cuisine – dishes originating from messuages; Serbian national cuisine – dishes originating from mills; Serbian national cuisine – fish dishes; Serbian national cuisine – traditional shepherd food; Serbian national cuisine – traditional winegrower food; Serbian national cuisine – plowmen food.

BUSINESS INFORMATICS AND E-BUSINESS

BUSINESS INFORMATICS AND E-BUSINESS

Study program	Business informatics and e-business
Independent higher education institution where the study program is realized	Higher Business School of Professional Studies, Leskovac
Higher education institution where the study program is realized	-
Educational and scientific/educational-artistic field	social sciences and humanities
Scientific, technical or artistic field	Economic sciences
Undergraduate professional studies	Undergraduate professional studies
The scope of studies expressed in ECTS credits	180 ECTS
Title	bachelor of applied business informatics specialist (bachelor business informatics specialist)
Length of study	Three years
Year in which began the realization of this study program	-
Year in which the realization of this study program will begin (if the study program is new)	2016/2017
Number of students studying on this study program	-
The planned number of students who will enroll in this study program	66
Date when the application was accepted by the competent body (name the body)	-
Language in which the program is running	Serbian
Year when the program was accredited	-
Web address where you can find information about the study program	www.vpsle.edu.rs

Purpose of the study program

Purpose of the realization of the study program **Business informatics and e-business**:

- producing young experts with applicative knowledge who are ready to, immediately after their graduation actively participate in the execution of tasks and assignments for which they have been trained which creates a regional staff basis in the field of business informatics and e-business;
- this study program is a response to modern world trends in the field of business informatics which in turn leads to development of modern information society;
- modern and internationally evaluated study program, harmonized with market demands, providing students with skills, knowledge and competencies to perform tasks in the field of business informatics and e-business;
- graduated students will be able to perform analytical, syntethical and planned tasks, to make independent decisions and manage assignments in the field of business informatics and e-business;
- employment of young experts with adequate competencies and their retention in undeveloped parts of the south of Serbia which have a positive effect on local economy and its quick progress – this being in line with long-term state strategy for combating poverty and development of underdeveloped areas;
- connecting the information system of Regional chamber of commerce and labor market, the School will be able to respond to market demands in a timely fashion and provide required learning outcomes through permanent modernization of study programs which will contribute to achievement of basic tasks and aims of the School;
- Cooperation of the School with companies in the IT sector where students will perform practical training which will in turn contribute to formation of young experts with adequate competencies.

Study program objectives

Basic objectives of the study program Business informatics and e-business

- To develop the ability to analyze, synthesize and evaluate key theoretical concepts in the fields of business informatics and e-business and their practical application;
- Provide students with a theoretical basis through compulsory subjects but to also offer them a possibility to, through the selection of optional courses on the basis of their personal preferences, define the course of their further professional development;
- Develop students' capacity of critical thinking and discussing, capacity to develop practical models and strategies based on contemporary theory and practice;
- Develop students' analytical and researching skills, problem-solving skills, communication and presentation skills (presentation of research results in the field of business informatics and e-business);
- Develop students' ability to systematically and with great precision formulate problems with research, apply relevant methodology and perform detailed problem analysis;
- During the course of their study and especially in the realization of practical training, provide students with an environment in which they can develop the ability to make business decisions in real business situations in the fields of business informatics and e-business;

Objectives of this study program are in line with the basic tasks and aims of higher education institutions in which the study program is realized.

Specific objectives of the study program Business informatics and e-business

- Realization of this study program (which represents a combination of theoretical and practical knowledge – lectures, practice classes and practical training in renowned enterprises from Serbia and abroad) will result in personnel capable of directly engaging and performing tasks and work assignments in the field of business informatics and e-business;
- Enable students to acquire practical skills through active participation in practice classes conducted in School's IT labs;
- Enable students to understand the position, role and importance of business informatics and e-business in modern business operations;
- Enable students to understand the importance of application of business informatics in organizations;
- Familiarize students with current problems and issues, as well as with the position and role of business informatics and e-business in the business environment;
- Capacitate students to use modern information-communication technology;
- Capacitate students to acquire practical and professional skills and competencies in the field of information-communication technology and economy, necessary for a successful realization of tasks in the field of e-business;
- Capacitate students to start their own e-business;
- Capacitate students to develop projects in the field of business informatics and e-business;
- Capacitate students to plan, organize, manage and control the execution of IT tasks in organizations;

- Capacitate students to apply acquired practical and professional skills and knowledge in management and application of different segments of e-business in real business context;
- Capacitate students to communicate in a foreign language in the the field of business informatics and e-business.

Competencies of graduated students

2. General competencies:

- Analytical and critical thinking;
- Ability to apply knowledge in practice;
- Strategic thinking and anticipation of activities in the field of business informatics and e-business;
- Ability to collect relevant data and analyze them in order to make business decisions in the field of business informatics;
- Management of enterprises in the field of business informatics and e-business;
- Ability to criticize, to be self-critical and ethical commitment;

Subject-specific competencies:

- Understanding procedures and techniques of business operations using information-communication technology;
- Understanding technology relevant for the application in certain areas of business informatics and e-business;
- Use of acquired theoretical and practical skills in the field of business informatics and e-business;
- Ability to identify, understand and solve problems in the field of business informatics;
- Ability to apply basic principles in the field of business informatics and e-business as well as to understand modern trends in the above mentioned field;
- Ability to perform specific tasks in the field of business informatics and e-business;
- Ability to organize one's own activities and team activities, solve problems with the help of information technology;
- IT support to small and medium-sized enterprises and institutions where informatics plays an important role;
- Ability to select appropriate methods, tools and methodology in the realization of particular information tasks;
- Ability to perform tasks in the field of e-trade, e-banking and internet marketing;
- Ability to manage project in the field of business informatics and e-business;
- Ability to start one's own business;
- Ability to recognize the influence of business informatics and e-business in practice;
- Ability to perform IT work in business setting.

**Listing of courses by semesters and years of study undergraduate professional studies study
program Business informatics and e-business**

No .	Code	Course	Semester	Type of course	Status	Active teaching			Other forms of teaching	ECTS
						L	P	DON		
First year										
1.	1BIN-MAT	Mathematics	1	A	C	2	2			6
2.	1 BIN --BST	Business statistics	1	V	C	2	2			6
3.	1 BIN -ACC	Basics of accounting	1	V	C	2	2			6
4.	1 BIN -BUE	Business economy	2	V	C	2	2			6
5.	1 BIN -BAE	Basics of economy	2	A	C	2	2			5
6.	1 BIN -IT	Information technology	2	VA	C	2	3			7
7.	1 BIN -IIF	Introduction to finance	2	A	C	2	1			4
8.	1 BIN -PP	Professional practice (first year)		VA	C				6	4
		Optional courses 1a (two courses to be selected)								
1.	1 BIN -SOC	Sociology	1	A	O	2	2			5
2.	1 BIN -BCE	Business culture and ethics	1	A	O	2	2			5
3.	1 BIN -FLESK	English language – beginner’s course	1	A	O	2	2			5
4.	1 BIN -FLFSK	French language – beginner’s course	1	A	O	2	2			5
		Optional courses 1b (one course to be selected)								
1.	1 BIN -FLE1	Business English 1	2	V	O	2	2			6
2.	1 BIN -FLF1	Business French 1	2	V	O	2	2			6
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for I year						20×15=300	20×15=300			60
Overall amount of active teaching hours (per year)						600				
Second year										
1.	2BIN -BMG	Basics of management	3	V	C	2	2			5
2.	2 BIN -HRM	Human resources management	3	V	C	2	2			5
3.	2 BIN -PRG	Programming	3	V	C	2	2			6
4.	2 BIN -BL	Business law	4	V	C	2	0			3
5.	2 BIN -BMA	Basics of marketing	4	V	C	2	2			6
6.	2 BIN-BO	Basics of organization	4	V	C	2	2			5
7.	2 BIN -SDM	Software development measures	4	VA	C	2	3			7
8.	2 BIN -DBA	Database	4	VA	C	2	3			7
9.	2 BIN -PP	Professional practice (II year)		VA	C				6	4

		Optional courses 2a (one course to be selected								
1.	2 BIN - BLE2	Business English 2	3	V	C	2	2			6
2.	2 BIN - BLE2	Business French 2	3	V	C	2	2			6
		Elective courses 2b (one course to be selected)								
1.	2 BIN - ETN	Entrepreneurship	3	VA	C	2	2			6
2.	2 BIN - RMG	Risk management	3	VA	C	2	2			6
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for II year						20×15=300	20×15=300			60
Overall amount of active teaching hours (per year)						600				
Third year										
1.	3 BIN - FMG	Financial management	5	V	C	3	2			6
2.	3 BIN - BDA	Business applications development	5	VA	C	2	2			5
3.	3 BIN - EB	Electronic business	5	VA	C	2	1+1			5
4.	3 BIN - DBP	Database projecting	5	VA	C	2	2			5
5.	3 BIN - IAD	Internet applications development	6	VA	C	2	3			6
6.	3 BIN - SMG	Strategic management	6	V	C	3	2			6
7.	3 BIN - EBT	E-banking and trade	6	VA	C	2	3			6
8.	3 BIN - FRA	Financial reports analysis	6	VA	C	3	2			6
4.	3 BIN -PP	Professional practice (III year)		VA	C				5	3
5.	3 BIN - FPR	Final paper		VA	C					8
		Optional courses 3 (one course to be selected)								
1.	3 BIN - MIS	Marketing IS	5	VA	C	1	2			4
2.	3 BIN - ISM	Management IS	5	VA	C	1	2			4
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for III year						20×15=300	19×15=285	1×15=15		60
Overall amount of active learning hours (per year)						600				
Total number of active teaching classes , other classes and ECST for all study years						1800				180

A – academic-general course

V – vocational course

VA – vocational-applicative course

C – compulsory course

O – optional course

L – lectures

P – practice classes

DON – other types of teaching

List of compulsory and optional courses with short course descriptions

Indicative content of courses

Mathematics

Function mapping. Matrices and determinants. Limit value and continuity of functions. Asymptote. Extract functions. Differential of a function. Fundamental theorems of differential calculus. Analysis of the function. Indefinite and definite integral. Differential equations. Economic functions and their elasticity.

Business statistics

Basic notions and categories in statistics. Measures of central tendency. Measures of variability. Asymmetry and ellipticity. Basic theories of probability and models of the theory of distribution. Statistical inference. Hypothesis tests, χ^2 test. Correlation and regression analysis. Index numbers. Analysis of time series. Industrial capacity statistics, labor force statistics. Production statistics. Productivity statistics. Price statistics. Earnings statistics.

Basics of accounting

Classification and types of accounts. Business documentation. Business books. Inventory. Accounting plan and accounting scheme. Fixed assets accounting, monetary assets accounting, claims and liabilities accounting, materials accounting, semi-finished products and finished products accounting, merchandise accounting. Monitoring of sources of financing in accounting. Monitoring of income and expenses in accounting. Reports in accounting. Elements of organization of accounting.

Business economy

Subject, aim, methods and aims of business systems. Forms, types and elements of investment in a business's reproduction. Costs and methodology of cost pricing calculation for products and services. Manifestations of the results of business operations and their distribution. Investment in the growth and development strategy function. Overview of business surroundings and its resources; The functioning of small, medium-scale and large-scale enterprises. Management functions. Departments in a company.

Basics of economy

Economy- subject and the method. Production and income. Results of social reproduction. Consumer confidence. Market. Monetary policy. Shareholding. Profit maximization. Competition. Characteristics of monopolistic competition. Government economic policy. Economic models – the notion and types.

Information technology

Information technology, definition and application in modern businesses. Digital economy. Information systems, definition, characteristics, classification. Basic computer components. Software, definition and classification. Computer networks, definition, development, topology. Internet: development, concepts, services.

Introduction to finance

Financial reports and basic financial indicators. Capital budgeting and risk. Long-term financing of a company. Short-term planning and control. Financial analysis and techniques of financial analysis. Central bank, business banks. Insurance companies and other financial institutions. Introduction to public finance.

Professional practice (I year)

Understanding the role and importance of information and knowledge as a strategic resource for successful business operations. Examining the current situation and trends of modern information and communication technologies. Gaining advanced software tools for creating documents, presentations, spreadsheets and simulations, web pages.

Sociology

Emergence, development, subject and perspectives of sociology. Methodology of sociological research. Modern sociological theory. Nature, society and man. Structure and organization of society. Social groups and social classes. The notion and types of social institutions and organizations. Culture and society. Social changes and social development. Gender and gender equality. Government, politics and power. Characteristics, aspects and globalization's destiny. Globalization and ecologic crisis. Management as a social phenomenon. Man and organizational behavior. Responsibility, ethical attitude, culture and management. Business ethics. Social functions of conflicts.

Business ethics and culture

The notion and definitions of ethics and moral; Development of ethical thought; Modern business ethics; Different civilizational models of cultural behavior; Work, value and cultural forms; New business culture and judgment; Cultural models in the world; Business ethics; Subject of business ethics; Methods of business ethics; Business ethics and importance of communication; Business and ethical codex; Business ethics in management; Business ethics and social responsibility; Need for a new business ethic.

English language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

French language – beginner's course

Alphabet, Rules for writing, Rules for reading, Basic phrases – introductions and presenting yourself in a business context; Greetings in everyday speech; Numbers – singular and plural; Days in a week; Months in a year; Seasons; Weather; Time; Colors; Professions; My house (apartment); Telephoning.

Business English 1

Greetings and introductions, Telephoning, Business meetings, Welcoming visitors, Welcoming business partners, Business trip, Staying in a hotel, Business lunch, Customs, Custom formalities, Trade, Types of trade, Wholesale trade, Retail trade.

Business French 1

Greetings and introductions, Telephoning, Business meetings, Welcoming visitors, Welcoming business partners, Business trip, Staying in a hotel, Business lunch, Customs, Custom formalities, Trade, Types of trade, Wholesale trade, Retail trade.

Basics of management

Management genesis. Development and expansion of management theory. Hierarchy of motifs and needs. Contemporary management models. Organizational structure and types of management. Management implementation. Management assets. Organizing. Motivation.

Control. Organizational behavior. Importance of personality. Life-long manager education. General and specific training programs for managers.

Human resources management

General concepts of human resources management. Human resources management activities. Human resources planning. The process of human resources recruitment and selection. Employee training and education. Rewarding and employee motivation. Health and safety of employees. Career management, degradation and employee dismissal. Employee performance evaluation. Organization of the function of human resources management.

Programing

Algorithms of line structure. Algorithms of branch structure. Algorithms of cyclic structure. Series. Typical programming procedures. Strings. Subprograms. Areas of visibility and validity of variables. Sorting algorithms. Recursion. Files. Event programming. Components properties. Component methods. Component events. Simple databases.

Business law

The notion of law and state. Sources of law. The notion of property. Ownership and possession. Law of obligation. Sources of obligations and types of contracts. The notion of Trade law and its subject. Trade law regulations and the basis of law. The notion of dividend and shareholders' rights. Statutory changes with companies, liquidation and bankruptcy. The notion of a commercial contract and securities.

Basics of marketing

The notion and the importance of marketing; Marketing information system. Researching behavioral motifs of consumers. Marketing strategy. Product, price, distribution and promotion as a marketing mix instruments. Product life cycle. Social-economic criticism of marketing; Industrial marketing. Application of marketing in different areas.

Basics of organization

Introduction to organizations. The notion and importance of organization. Theory of organization. The development of organization sciences. Principles, techniques, assets and instruments of an organization. Elements of an organization. Organization of business systems. Organizational forms. Organizational structures. Organizational function. Organizational behavior. Organization of work process. Labor productivity. Institutional forms of organizing.

Software development methods

The course studies the processes of implementation of software solutions in the methodological frameworks of software life cycle. Data types and program flow control form the basis for building software components. Designing, implementing and using software components are key paradigms in the development of software solutions. Methods and techniques of both object and structural approach form the basis for the development of business information systems in the domain of implementation.

Database

Access to data modeling and data models. The two most commonly used data models - the model of connection objects (model of types of entities and relations) and the relational data model Concept and characteristics of software for managing relational databases. Methodological aspects of database implementation.

Professional practice (II year)

Practical familiarization with modern information-communication technology which is used in business operations i.e. acquiring basic knowledge and skills on their use in business operations (from both organizational and functional aspect).

Business English 2

What are companies and types of companies. Company visit program. Business letter. Types of business letters. Presentations (presenting information). Fax. E-mail. Memo. Presenting new products. Company departments. Orders. Transport and forwarding. Negotiations. Contracts.

Business French 2

What are companies and types of companies. Company visit program. Business letter. Types of business letters. Presentations (presenting information). Fax. E-mail. Memo. Presenting new products. Company departments. Orders. Transport and forwarding. Negotiations. Contracts.

Entrepreneurship

Development of entrepreneurship in USA, Great Britain and Japan; Models and types of privatization. Genesis of management in developed economies. Systematic entrepreneurship and innovation. Economic and market structures. New knowledge. Entrepreneurship practice. New businesses and enterprises. Entrepreneurship and joint venture with foreign partners. Entrepreneurial strategies. Entrepreneurship and restructuring of enterprises.

Risk management

Basics in risk management. Risk treatment. Risk reaction. Risk reporting. Risk takers. Risk management and supervision. Definitions of corporate management. Risk and possibilities. Principle of efficiency. Revision plan. Risk management activities. What are some of the concrete challenges? The problem of growth sustainability. Equality and equal opportunities; Benchmarking. The problem area.

Financial management

Financial policy; Income statement and balance sheet. Planning of long-term investment and financial evaluation of investments efficiency. Fixed assets management; Own capital management, long-term borrowed capital management and long-term provisions. Short-term financial obligations management; Cash management. Managing the distribution of net income; Analysis of achieved financial result and company's financial status. Appraisal of enterprise's values.

Internet applications development

Basics of object-oriented programming (classes, objects, abstraction, encapsulation, polymorphism, inheritance). Application architectures (client-server, three-layer applications, n-layer applications) in business systems. Windows applications. Collaboration with other platforms - DOT.NET technology vision. SQL Server in the development of business software. Unique Modeling Language (UML) and business software development. User interface of business software - features and styles of current interface styles, human factors in user interaction with business software, attributes of interaction design, ways of evaluating design solutions, philosophy of user-oriented development of business software interface.

Electronic business

New role of information systems in a company. Organizational changes in a digital company. Basic concepts of electronic business. Information-technological infrastructure of electronic business. Basic models of electronic business (B2B, B2C, C2C, B2G, etc.). Internet technology

as support to electronic business. E-trade – models and solutions. E-marketing – forms and characteristics. E-management (e-government) – e-business of state and public institutions with economy and citizens. E-banking (systems of payment, credit cards, e-money). E-stock exchange. Safety in e-business (risks, coding, electronic and digital signature). Electronic payment operations. E-insurance. E-business in tourism and hospitality. M-business.

Database projecting

Motives and basic principles of database design. Conceptual design of a database. Implementation database design. Normalization. Spreading the primary key. Independence of a set of schema relations. Integrity of the domain, torques of the scheme of relations and type appearances. Designing interrelation constraints. Mechanisms for controlling the integrity of a relational database. Procedural mechanisms for controlling the integrity of the relational database.

Internet applications development

Infrastructure platform for e-business, development of internet applications with advanced options of XHTML, CSS and AJAX. Defining CSS classes and their use in the development of robust and scalable internet applications. Use of AJAX components to create complex dynamic Internet applications that include the ability to reduce communication in the client-server architecture. Design and implementation of dynamic web pages. First is defining the standard XHTML tags in order to continue defining different types of CSS styles and classes necessary for the uniform development of business applications on the Internet. AJAX components are used in advanced Web development solutions, and the .NET program environment is selected to connect various software components, programming and scripts required for the development of complex business Internet applications.

Strategic management

Strategic management and its content. Evaluation of strategic management system. Enterprise aims. Prediction as a basis of strategic management. Analysis of a business environment, analysis of organization's resources. Shaping of a business strategy. Strategic planning. Implementation of a strategy. Organizational strategy. Strategy control. Integration of information necessary for the decision-making process. Basic functions information system.

Electronic banking and payment operations

Internal payment transactions. International payment transactions. The rise of digital economy. Concept, appearance and development of electronic and digital money. Generations in the development of digital money. Development of electronic banking in B2B and B2C sector. Existing and potential macroeconomic, micro-economic and social consequences of electronic money and electronic banking. Risk management in electronic banking and electronic money systems. Regulation and supervision of electronic banking. Development of electronic banking in Serbia.

Financial reports analysis

Concept, role and importance of financial reporting. Normative financial reporting regulations. Theory of financial report analysis. Financial analysis tools. General analysis of financial statements. Ratio analysis of financial reports. Analysis of cash flows. Net turnover fund analysis. Scoring model. Analysis of reports on overall business result. Analysis of consolidated financial statements with specificities.

Professional practice (III year)

Evaluation, selection and use of different ready-made software solutions together with tools for

development of applications with the aim of solving specific business tasks in different business environments. Independently or in a team, apply acquired knowledge in supporting different types of services related to information-communication technology.

Final paper

Final paper represents a student's research paper in which he/she is introduced to the methodology of research in the field of business informatics and e-business. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Discussion (containing results of the performed research), Conclusion and Literature.

Marketing IS

Importance of market research; Market research process; Specific areas of market research; The concept of marketing information systems; Structure and functioning of marketing information systems; Marketing information system components; Design, organization and control of marketing information systems.

Management IS

Company information system. Accounting information system. Planning and organizing ISM. Interaction of information systems and organization. Implementation and control of ISM. Decision making support systems and ISM. Expert systems and ISM. Credit analysis and its information base.

BUSINESS ECONOMICS AND MANAGEMENT

BUSINESS ECONOMICS AND MANAGEMENT

Study program	Business economics and management
Independent higher education institution where the study program is realized	Higher Business School of Professional Studies, Leskovac
Higher education institution where the study program is realized	-
Educational and scientific/educational-artistic field	social sciences and humanities
Scientific, technical or artistic field	Economic sciences
Type of studies	Graduate professional studies
The scope of studies expressed in ECTS credits	60 ECSTS
Title	Specialist of applied studies in economics
Length of study	One year
Year in which began the realization of this study program	-
Year in which the realization of this study program will begin (if the study program is new)	2016/17
Number of students studying on this study program	-
The planned number of students who will enroll in this study program	108
Date when the application was accepted by the competent body (name the body)	-
Language in which the program is running	Serbian
Year when the program was accredited	-
Web address where you can find information about the study program	http://www.vpsle.edu.rs

Purpose of the study program
<p>Purpose of the realization of the study program Business economics and management with modules: Management in business; Finance and risk management; Culture and media management; Management of tourism and hospitality with submodules Management of tourism and hotel operations; submodule Management of hospitality and gastronomy.</p> <ul style="list-style-type: none"> • Study program Business economics and management with its modules has a clearly defined purpose and role in the education system, available to the public; • Study program has clearly defined aims which have been formulated on the basis of previous experience of developed countries as well as on the basis of our own experience (that of Serbia) in higher education. • The program is designed to monitor and apply educational innovations, and above all the basic directions of the development of higher education in our country, and the European educational standards, respecting the criteria of quality, flexibility and efficiency of the educational process; • The general goal of the study program Business economics and management with its modules is to create experts with developed communication and organizational skills for work, both with individuals and with organizations in different segments of the economy; • When defining the curriculum, special attention is paid to the students acquiring the necessary knowledge and skills through independent and team work, in cooperation with experts and teachers, getting acquainted with the methods of modern professional work; • This program provides students with relevant knowledge in the field of business economy and management, finance and risk, media and culture, tourism and hospitality, catering and gastronomy, which will be based on knowledge acquired in undergraduate vocational studies; • This program enables the creation of educational profiles which are in demand on the labor market in line with contemporary conditions; • This program integrates knowledge of management principles with modern approach to production and services in order to generate competent managers able to work in production and service companies and other institutions. This provides students with the opportunity to train for the implementation and development of strategic and operational management in organizations of production and service businesses and related activities; • The study program at graduate professional studies, among other things, enables the creation of personnel with analytical skills and skills in research, analysis, problem solving, communication and presentation of research results in the field of finance and risk management; • This program also includes topics such as value creation, multimedia creative expression, creative industry, communication and customer relationship management, marketing; • Moreover, the content of this study program provides students with knowledge in the field of tourism and hospitality, with an emphasis on hotel operations and gastronomy; • The study program focuses on key issues of modern business: change management, human resources management and competitiveness, tourism and hospitality, and points to the necessity of structural changes to the foundations on which companies are based, while developing innovative business strategies and changing business processes.

Study program objectives

Study program objectives include achievement of competencies and academic skills, as well as methods of their acquisition. **Basic objectives** of the study program **Business economics and management** are:

- Enable students to acquire the necessary managerial skills and skills for successful management of small and medium-sized enterprises, financial institutions, trade, transport, tourism organizations, institutions in education, culture, public services, government institutions;
- Allow students to fully understand the holistic framework of business management;
- Inclusion of students in contemporary scientific trend, as well as their training for scientific research and solving complex problems in practice;
- Offer students a program that enables them to develop their own understanding of economic principles and adopt appropriate methods in carrying out economic analysis;
- Capacitate students to be critical and to develop creativity;
- Preparation and development of professionals who will built their career in top management in different economic activities;
- Develop students' capacity to apply knowledge in the function of understanding and solving complex business problems in production and service processes with the aim of systematic and creative development of business and management practice in services and production;
- Develop awareness on the need of permanent education and professional development in the entire course of professional career of graduated students;
- Capacitate students to quickly and with great efficiency take participation in the business process and efficiently engage in their work place;
- Encourage systematic participation of students through group (team) and individual work with special attention placed on critical thinking;
- Development of professional work ethics and work responsibility;
- Expanding and acquiring knowledge and skills that will enable flexible and efficient integration in modern social events.
- Stimulate systematic participation of students through team and individual work where special attention is placed on critical thinking.

Study program objectives are in line with basic tasks and aims of higher education institution in which this study program is being realized:

Specific objectives of the study program **Business economics and management** (module **Management in business**)

- Offer students the opportunity to acquire knowledge and skills necessary for understanding sales management as well as the realization of sales programs and assessment and control of achieved results of sales programs;
- Point out the importance of market research in modern business setting;
- Familiarize students with the process of market research which creates a quality information basis for making business decisions;
- Offer students theoretical and practical knowledge which will capacitate them to manage small and medium-sized enterprises as well as to manage strategic business entities in larger

companies;

- Capacitate students to master the necessary skills for starting and running their own business as well as to understand the importance and role of small and medium-sized enterprises in modern business;
- Capacitate students to master the necessary skills for making and presentation of business plans;
- Familiarize students with the results in the field of innovations, entrepreneurship and management as well as understanding the phenomenon of small and medium-sized enterprises in social context;
- Familiarize students with the importance and function of communication, role of communication, process of communication and participants in the process of communication;
- Capacitate students to perform tasks and to apply skills and knowledge in the field of public relations with special emphasis on planning and realization of promo campaigns, development and use of communication means for public relations;
- Familiarize students with basic concepts and categories in the field of investments and investment management;
- Capacitate students to understand relevant factors which affect making decisions in investing;
- Capacitate students to understand theoretical and practical issues in the field of agro industry as well as to manage enterprises, conditions of organization, financing and business development in this field;
- Familiarize students with forms of agricultural farms, development of organizational structures, procurement of basic equipment and auxiliary goods and offers an opportunity to acquire managerial skills and knowledge with the aim of organizing plant and animal production;
- Familiarize students with methods and techniques of activity management in agricultural sector;
- Capacitate students to apply the management concept of business operations in agriculture and quantification of factors of demand for agricultural-food products.

Specific objectives of the study program **Business economics and management** (module **Finance and risk management**)

- Create highly qualified staff with broad range of knowledge in the field of financial and investment management (for production and service sector);
- Develop students' competence to apply knowledge, skills, tools and techniques in project activities and offer an opportunity for students to practice team work when solving particular business tasks within set deadlines;
- Familiarize students with integral principles, logics and skills of strategic marketing and management with the aim of systematic and creative advancement of business and management practice in production, finance and service area;
- Enable students to fully grasp the importance of change management in modern, dynamic business environment for the sake of better market positioning of a business entity as well as for development and enhancement of its competitive advantage;
- Enable students to master the basic techniques and skills which are necessary for independent writing, updating and implementation of a business plan in modern business setting;
- Develop with students the understanding of the influence of marketing management of

services in order to enhance the profitability of business entities which will enable them to make important strategic and tactical marketing decisions in the management of marketing mix elements;

- Familiarize students with normative regulations in the field of accounting and theoretical-methodological basics of preparation, analysis and presentation of financial reports in line with existing regulations;
- Familiarize students with methods of designing strategically oriented system of accounting management and capacitate them to collect and integrate a broad range of (non)finance information from external and internal environment of an enterprise needed in the process of decision-making;
- Familiarize students with modern theories and different principles of risk management, basic types of risk in financial operations, methods of their measuring, monitoring and evaluation of modern software tools;
- Creating professional staff which will be able to critically evaluate the acquired knowledge and personal performance with the aim of further career development in the field of finance and risk management in financial operations.

Specific objectives of the study program **Business economics and management** (module **Culture and media management**)

- Familiarize students with the importance of change management when faced with new challenges and uncertainties;
- Familiarize students with basic principles of strategic marketing and management;
- Develop awareness on the importance of human resources in organizations and capacitate students to perform activities related to human resources;
- Capacitate students to create and implement optimal marketing management strategy in service sector;
- Capacitate students to create and implement strategies of marketing communication;
- Capacitate students to effectively use multimedia technology in the development of different types of multimedia and hypermedia content;
- Capacitate students to organize promo activities on social media (Facebook, Twitter, Google plus, Instagram, Youtube);
- Capacitate students to independently create web presentations;
- Capacitate students to practically apply basic theoretical and practical concepts in the area of theory and practice of visual and new media;
- Enable students to acquire knowledge and skills in the field of public relations and business communications;
- Familiarize students with the importance of effective use of basic methods and techniques which are used in public relations and business communication as well as to apply the same in creating identity, reputation and image of an organization;
- Capacitate students to effectively use public relations means (press releases, media conference, means of external communication, means of internal communication);
- Enable students, that on the basis of the knowledge they acquired, link several areas of activity (painting, sculpting, design, multimedia) for the realization of different types of projects;
- Capacitate students to effectively analyze the context of media and creative industries;
- Familiarize students with basic concepts in the field of marketing services as well as with the basic differences which exist between management of service process and management of production process;

- Capacitate students to use the acquired knowledge to define marketing strategy of service organizations, to anticipate consumer behavior in the process of procurement of services and to develop programs for attracting new and retaining the existing consumers;
- Enable students to grasp the role of tourism in local economic development.

Specific objectives of the study program **Business economics and management** (module **Management of tourism and hospitality** submodule **Management of tourism and hotel operations**)

- Familiarize students with the importance of managing change when faced with new challenges and uncertainties, as well as with key elements that determine the success of changes in companies in the tourism industry;
- Capacitate students to master the principles, logic and skills of strategic marketing and management that will be applied in the tourism industry;
- Enable students to, through teaching, practical work and professional practice in renowned facilities in the country and abroad, perform tasks and work assignments in tourism and hotel business;
- Provide students with knowledge of tourism valorization as one of the most important and complex issues in tourism theory and practice;
- Enable students to master techniques and methods of partial and complex valorization of tourism potential;
- Capacitate students to manage principles, logistics and skills of strategic marketing and management which they will apply in tourism industry;
- Enable students to master techniques and methods of partial and complex valorization of tourism potential;
- Familiarize students with modern trends in hotel industry;
- Capacitate students to conduct appropriate business operations and functions in hotel companies;
- Capacitate students to perceive the role of tourism in the conception of local development;
- Capacitate students to apply relevant economic indicators to determine the importance of tourism in the development and functional organization of individual local entities;
- Familiarize students with the role of tourism regions in the structure of economic development;
- Capacitate students to perform activities that are in the function of the development of certain forms of tourism;
- Familiarize students with basic natural, social and cultural-historical values of certain regions which are the basis for tourism development;
- Familiarize students with basics of agro-business and agro-business management;
- Capacitate students to apply professional knowledge and manage enterprises in agro sector;
- Familiarize students with basic principles of strategic marketing and management;
- Capacitate students to solve particular problems in the field of tourism and hotel industry through application of theoretical-methodological, professional and applicative knowledge and methods.

Specific objectives of the study program **Business economics and management** (module **Management of tourism and hospitality** submodule **Management of hospitality and gastronomy**.)

- Enable students to understand the place, role and importance of gastronomy in modern hospitality industry;

- Enable students to acquire practical skills through execution of lab and practical work in different hospitality units;
- Enable students to, through teaching, practical work and professional practice in renowned facilities in the country and abroad, perform tasks and work assignments in hospitality and gastronomy;
- Familiarize students with modern tendencies in hospitality and gastronomy;
- Capacitate students to perform particular business operations in hotel businesses;
- Familiarize students with certain sensory parameters of food quality;
- Capacitate students to apply techniques of food sensory evaluation;
- Capacitate students to apply methods of evaluating dominant food and drink properties;
- Enable students to acquire theoretical and practical knowledge on basic notions, aims and link between food and culture;
- Capacitate students to understand different ways of nutrition in different cultures;
- Capacitate students to understand principles and rules of food preparation in different cultures;
- Capacitate students to create a hospitality offer which is in line with market demands and specificities which stem from culture differences existing between different countries;
- Enable students to perceive the role of tourism and hospitality in terms of local development;
- Capacitate students to apply relevant economic indicators in order to determine the importance of tourism and hospitality in development of certain local units;
- Familiarize students with basics of agro-business and agro-business management;
- Capacitate students to apply professional knowledge and manage enterprises in agro sector;
- Capacitate students to solve particular problems in the field of hospitality and gastronomy through use of basic theoretical-methodological, professional and applicative knowledge and methods.

Competencies of graduated students

Mastering the study program **Business economics and management**, students acquire the following general competencies:

- Ability to analyze, synthesize, plan and organize;
- Ability to make decisions and solve problems, work independently or in a team;
- Ability to communicate, design and apply knowledge in practice;
- Creativity and practical understanding of the function of technique advancement of everyday management;
- Ability to master traditional and modern methods of management;
- Ability to become flexible and to adjust to new situations, to become proactive in recognizing the need for changes and change management;
- Ability to manage projects and systematic approach to risk management;
- Entrepreneurial spirit, motivation and dedication;
- Ability to manage businesses and individual functions in an enterprise;
- Ability to collect and analyze data from different sources;
- Ability to criticize, self-criticism and ethical commitment;

Mastering the study program Business economics and management, students acquire the following subject-specific competencies:

Study program **Business economics and management** (module **Management in business**)

- Ability to perform market research and collect data in electronic form;
- Ability to compile reports and oral presentations on research findings;
- Ability to compile a questionnaire and conduct an interview as a research tool;
- Ability to identify critical success factors for SMEs;
- Ability to start a new business in small and medium-sized enterprises, including researching new business, compiling a business plan, familiarization with and respecting state regulations and administration, selection of best possible location for a new company, its finances, organizational planning of operations;
- Ability to analyze financial reports of small and medium-sized enterprises;
- Ability to plan and create marketing communication messages;
- Ability to select media and forms of advertising in marketing communications;
- Ability to participate in formal and informal business communication;
- Ability to perform an analysis of services market and stratification of consumers and buyers;
- Ability to shape service products and create a price to these products;
- Ability to identify needs and demands of consumers and develop long-term relations with them;
- Ability to apply different methods when evaluating and managing investment projects;
- Ability to perform market analysis when developing a investment program;
- Ability to provide software support in when making decisions in relation to investments;
- Ability to plan, organize and manage an agro-business;
- Ability to recognize the importance and role of innovations in agro-business in modern

business environment;

- Ability to analyze the achieved agricultural results.

Study program **Business economics and management** (module Finance and risk management)

- Ability to apply the relevant normative regulations for the purpose of preparing, presenting, analyzing and interpreting a complete set of financial statements and business reports for the needs of respective user groups;
- Ability to plan, analyze, evaluate and control the company's financial flows by applying the basic principles of financing;
- Ability to understand the information requirements of strategic management and the application of modern techniques and concepts in measuring the performance of a company with the aim of designing a strategy that will valorize internal and external (market) factors;
- Ability to understand the influence of certain phenomena, processes and relationships of the international financial and investment environment on the possibility of acquiring capital and the perception of the role and importance of the financial market in the evaluation of securities;
- Ability to analyze and evaluate capital expenditures and decision making on capital structure as well as to examine the causes, motives and effects of certain corporate financial strategies;
- Ability to understand the importance of managing the performance of an enterprise as well as the development and application of new knowledge through research in the field of enterprise performance management;
- Ability to identify potential risks in financial operations, quantify them and identify the consequences of risks, and take appropriate strategies for risk control, and learn about the extended concept of risk management and the use of modern information technologies used for this purpose;
- Ability to master theoretical knowledge, techniques and skills necessary to take up tasks and solve problems in a business environment;
- Ability to have a thorough knowledge of the planning process and independent development and implementation of a business plan and investment management;
- Ability to independently solve problems and make decisions in the field of financial management and risk;
- Ability to master theoretical knowledge and strategies in the context of financial and risk management in all sectors of an economy;
- Ability to create an optimal marketing management strategy in business practice, anticipate consumer behavior in the process of purchasing services and master basic knowledge about the choice of the target market and key skills in acquiring, retaining and increasing the number of loyal customers.

Specific objectives of the study program **Business economics and management** (module **Culture and media management**)

- Ability to develop and implement a business plan;
- Ability to apply theoretical knowledge and practical skills in order to successfully manage changes that lead to improvement of competitive advantage;
- Ability to achieve competitive advantages;
- Ability to carry out activities related to human resources management and teamwork;

- Ability to create and implement an optimal marketing management strategy in service organizations;
- Ability to properly select and use professional literature;
- Ability to solve specific problems within the chosen field of research, through the application of basic theoretical-methodological, professional and applicative knowledge and methods.
- Ability to work in a team, make decisions and solve specific, complex business problems;
- Ability to be proactive and recognize the need for change and manage changes;
- Ability to understand and master management and marketing strategies;
- Ability to apply certain technical skills required for artistic expression;
- Ability to solve complex tasks in the field of interactive design in various new media environments;
- Ability to work independently in computer software design (Adobe Photoshop, Flash, Final Cut);
- Ability to create multimedia content;
- Ability to correctly apply elements and principles of visual design in solving tasks;
- Ability to prepare and customize different kinds of multimedia content to a particular medium;
- Ability to define and implement a strategy of mass and direct marketing communication;
- Ability to understand the impact of corporate communication on the company's competitiveness;
- Ability to apply public relations tools;
- Ability to organize and manage public relations function of an organization;
- Ability to apply integrated marketing communications;
- Ability to understand the role of marketing services in a modern business environment;
- Ability to define marketing strategy and market performance;
- Ability to apply adequate indicators of determining the importance of tourism in the development of a local community.

Study program **Business economics and management** (module Management of tourism and hospitality)

Study program **Business economics and management** (module Management of tourism and hospitality submodule **Management of tourism and hotel operations**)

- Ability to analyze, synthesize, plan and organize;
- Ability to criticize, self-criticism and ethical commitment;
- Ability to solve concrete, complex business problems;
- Ability to solve specific problems in the field of tourism and hospitality, through the application of basic theoretical-methodological, professional and applicative knowledge and methods;
- Ability to properly select and apply professional literature;
- Ability to practice the basic principles of tourism in practice and look at contemporary trends in tourism and hotel operations;
- Ability to start one's own business in the field of tourism and hotel operations;
- Ability to apply principles and models of tourist valorization;
- Ability to apply principle of evaluating natural tourism potential;
- Ability to apply principle of evaluating anthropogenic tourism potential;

- Ability to apply methods of tourist valorization on examples of specific tourist destinations in order to determine their tourist value and form guidelines for their further development;
- Ability to carry out planning, organization, management and control activities in hotel companies;
- Ability to customize the offer of hotel companies to market requirements in contemporary conditions;
- Ability to carry out research activities in the field of evaluation, activation and putting into function elements, phenomena and processes in space, which are in the function of development and improvement of tourism;
- Ability to create plans for the development of certain forms of tourism in certain areas;
- Ability to implement tourism integration techniques in the general concept of development of broader local entities;
- Ability to apply theoretical and practical knowledge in the management of enterprises in the agro-sector;
- Ability to create and implement an optimal marketing management strategy in service organizations;
- Ability to make strategic marketing decisions in the domain of products, prices, promotion and distribution.

Study program **Business economics and management (module Management of tourism and hospitality submodule Management of hospitality and gastronomy.)**

- Ability to analyze, synthesize, plan and organize;
- Ability to solve concrete, complex business problems;
- Ability to criticize, self-criticism and ethical commitment;
- Ability to properly select and apply professional literature;
- Ability to solve specific problems in the field of hospitality and gastronomy, through the application of basic theoretical-methodological, professional and applicative knowledge and methods;
- Acquiring skills for catering services;
- Ability to start one's own business in the field of catering and gastronomy;
- Ability to apply the basic principles of gastronomy in practice and to examine contemporary trends in gastronomic offer and demand;
- Ability to perform managerial tasks in gastronomy;
- Ability to carry out planning, organization, management and control activities in hotel companies;
- Ability to apply food sensory evaluation techniques;
- Ability to apply methods for assessing the dominant properties of food and beverages;
- Ability to implement tourism integration techniques in the general concept of the development of broader local units;
- Ability to recognize and understand the link between food and culture;
- Ability to create a catering offer that is in line with demand requirements and specificities arising from differences in the culture of different countries;
- Ability to show the link between culture, food and diet through various socio-cultural elements;

- Ability to apply theoretical and practical knowledge in the management of agro-enterprises.

**Listing of courses by semesters and year of study undergraduate professional studies study
program Business economics and management**

No .	Code	Course	Semester	Type of course	Status	Active teaching			Other forms of teaching	ECTS
						L	P	DON		
First year										
1.	MBE-DIB	Design and implementation of a business plan	1	VA	C	3	3			7
2.	MBE-PMT	Project management and team work	1	V	C	3	3			7
3.	MBE-SMM	Strategic marketing and management	1	V	C	2	2			5
4.	MBE-MEC	Change management and competitiveness	1	V	C	2	2			5
Module Management in business										
1.	MBE-M-MRC	Market and competition research	2	VA	C	3	3			7
2.	MBE-M-MSE	Management of small and medium-sized enterprises	2	V	C	3	3			7
3.	MBE-M-PP	Professional practice		VA	C				4	2
4.	MBE-M-FP	Final paper		VA	C					10
Elective courses 1 (two to be selected)										
1.	MBE-M-CPR	Communications and public relations	2	VA	O	2	2			5
2.	MBE-M-MMS	Marketing management services	2	VA	O	2	2			5
3.	MBE-M-IM	Investment management	2	VA	O	2	2			5
4.	MBE-M-AB	Agrobusiness	2	VA	O	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for a year - Module Management in business						20x15=300	20x15=300			60
Overall amount of learning hours (per year) - Module Management in business						600				
Module Finance and risk management										
1.	MBE-F-FR	Financial reporting	2	VA	C	2	2			5
2.	MBE-F-CF	Corporative finance	2	V	C	2	2			5
3.	MBE-F-SFA	Strategic management accounting	2	V	C	2	2			5
4.	MBE-F-RMI	Risk management in financial operations	2	VA	C	2	2			5
5.	MBE-F-PP	Professional practice		VA	C					2
6.	MBE-F-FP	Final paper		VA	C					9
Elective courses 1 (one to be selected)										
1.	MBE-F-IM	Investment management	2	VA	O	2	2			5
2.	MBE-F-MMS	Marketing management services	2	VA	C	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for a year - Module Finance and risk management						20x15=300	20x15=300			60
Overall amount of learning hours (per year) - Module Finance and risk management						600				
Culture and media management										
1.	MBE-MM-MMC	Multimedia creative expression	2	VA	C	3	3			7

2.	MBE-MM-ЦЦЦ	Creative and cultural industries	2	V	C	3	3			7
3.	MBE-MM-CPR	Communications and public relations	2	VA	C	2	2			5
4.	MBE-MM-PP	Professional practice		VA	C				4	2
5.	MBE-MM-FP	Final paper		VA	C					10
Elective courses 1 (one to be selected)										
1.	MBE-MM-MMS	Marketing management services	2	VA	O	2	2			5
2.	MBE-MM-TLD	Tourism and local economic development	2	VA	O	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for a year - Module Culture and media management						20x15=300	20x15=300			60
Overall amount of learning hours (per year) - Module Culture and media management						600				
Management of tourism and hospitality										
Management of tourism and hotel operations										
1,	MBE-TH-VTP	Valorization of tourism potential	2	VA	C	3	3			7
2.	MBE-TH-HM	Hotel management	2	VA	C	3	3			7
3.	MBE-TH-TLD	Tourism and local economic development	2	VA	C	2	2			5
4.	MBE-TH-PP	Professional practice		VA	C				4	2
5.	MBE-TH-FP	Final paper		VA	C					10
Elective courses 1 (one to be selected)										
1.	MBE-TH-AB	Agrobusiness	2	VA	O	2	2			5
2.	MBE-TH-MMS	Marketing management services	2	VA	O	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for a year - submodule Management of tourism and hotel operations						20x15=300	20x15=300			60
Overall amount of learning hours (per year) - submodule Management of tourism and hotel operations						600				
submodule Management of hospitality and gastronomy										
1.	MBE-HG-HM	Hotel management	2	VA	C	3	3			7
2.	MBE-HG-SFD	Sensory analysis of food and drinks	2	VA	C	3	3			7
3.	MBE-HG-FC	Food and culture	2	V	C	2	2			5
4.	MBE-HG-PP	Professional practice		VA	C				4	2
5.	MBE-HG-FP	Final paper		VA	C					10
Elective courses 1 (one to be selected)										
1.	MBE-HG-TLD	Tourism and local economic development	2	VA	O	2	2			5
2.	MBE-HG-AB	Agrobusiness	2	VA	O	2	2			5
Total number of classes (lectures/practice classes + DON/ other classes) and number of ECTS for a year - submodule Management of hospitality and gastronomy						20x15=300	20x15=300			60
Overall amount of learning hours (per year) - submodule Management of hospitality and gastronomy						600				

A – academic-general course
 V – vocational course
 VA – vocational-applicative course

C – compulsory course
O – optional course
L – lectures
P – practice classes
DON – other types of teaching

List of compulsory and optional courses with short course descriptions

Indicative content of courses for module Management in business, Finance and risk management, Culture and media management, Management of tourism and hospitality (with two submodules: Tourism and hotel operations and Hospitality and gastronomy)

Design and implementation of a business plan

The concept of a small business. Business planning. Potential business. Provision of financial resources. Content and defining a business plan. Activity analysis. Job description. Production plan. Marketing plan. Organizational plan. Financial plan. Risk assessment. Conclusion of the business plan. Concretization of the business plan on an example. Concretization of the business plan on an example.

Project management and team work

Defining project management. The notion and types of projects. Projects and processes. Basic characteristics of the concept of project management. Teams and team work on a project. Types of teams and their main characteristics. Managing project time. Managing human resources. Managing costs. Managing project quality. Managing project risk. Techniques of project management. Project control and audit.

Strategic marketing and management

Place and role of marketing in enterprises. Business and marketing strategy. Strategy and strategic thinking. Understanding consumers, the assumptions of developing a marketing strategy. Analysis of the environment and consumers. Competition analysis. Analysis of capabilities, key competencies and competitive forces of the organization. Market targeting and strategic positioning. Strategy and market leadership of the organization. Marketing strategy assessment. Formulating a marketing strategy. Strategic marketing plan. Partner strategies.

Change management and competitiveness

Characteristics and context of change management in modern conditions. Process of change management. The notion of competitiveness, microeconomic and macroeconomic competitiveness. The nature and evolution of the concept of competitive advantage. Drivers of competitiveness. Learning and knowledge as an assumption to initiation and change execution. Strategic changes and competitive advantage. Enterprise's and economy's competitiveness for strengthening country's position on the global market.

Indicative content of courses module Management in business

Market and competition research

The notion of knowledge and market research. Management based on market research. Defining a marketing problem. Purpose of a research and research approach. Sampling theory (sources and sample process). Research techniques. Electronic data collection. Research mix. International research. Analysis and control of findings. Reports on research findings. Control of the research process. Research ethics. Strategies of the competitor advantages. Get to know the competition.

Management of small and medium-sized enterprises

Small and medium-sized enterprises: the notion, types, characteristics, role and importance. Organizational forms, critical factors of success. General overview of small and medium-sized enterprises: SME in the society of free entrepreneurship. SMEs in transition countries, basic trends and opportunities for SMEs in manufacturing, sale and services. Starting a new business in SME: researching a new business, business plan, government regulations and administration, location choice, financing, organizational planning. Management of SMEs: accounting, planning and control, analysis of financial statements, role of loans, profitability and financial health tests, marketing, introduction of computer system, interpersonal relations, wage and wage policy, procurement and stock management, taxation, insurance risk management, social responsibility. Specificity of development models and strategic management in different phases of the SME life cycle. Model of oppressive management of SMEs.

Professional practice

Capacitate students for business planning and obtaining the necessary financial resources. Familiarize students with the importance and elements of a business plan. Concretization of a business plan on a practical example. Monitoring and forecasting of factors related to further development of branch (activity). Understanding the role and importance of marketing in an enterprise. Analysis of the environment, consumers and competition. Analysis of capabilities, key competencies and competitive forces of an organization. Understanding the basic principles of marketing management. Considering microeconomic and macroeconomic competitiveness. Identifying drivers of competitiveness. Understanding the importance of the competitiveness of a company and the economy in the function of strengthening the market position of a country on the global market. Practical implementation of market research. Electronic data collection. Analysis and control of the obtained findings. Questionnaires and interview as research tools. Arranging, verifying, and encrypting questionnaires. Oral presentation of research findings. Analysis of critical success factors for SME. Familiarize students with the process of starting a new business in small and medium-sized enterprises, including researching new jobs, developing a business plan, familiarization with state regulations and administration, selecting a location and financing. Creating a marketing communication message. Practical choice of media and forms of advertising in marketing communication. Familiarize students with the importance of good company relations with the public. Understanding all forms of formal and informal business communication. Developing and improving communication skills in sales. Practical research of the service market and customer and customer satisfaction. Capacitate students to form prices. Introduction to methods and their practical application in the assessment and management of investment projects. Market analysis during the development of an investment program. Analysis of indicators of results achieved in agriculture. Familiarize students with the importance of innovation in agro-business.

Final paper

Examining and understanding the issue of business organizations and human resources management, the final paper will suggest possible ways of improving organizational structure of an enterprise which has been the subject of research and offer suggestions to build, develop and motivate observed organization's staff. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Experimental (practical) part, Results and discussion, Conclusion and Literature.

Communications and public relations

Definition, significance and communication functions. The emergence and development of marketing communications. Processes and marketing communication models. Participants in the marketing communication process. The economic aspect of marketing communication. Planning

and creating a marketing communication message. Organization of marketing communication. Determination of communication objectives. Selection of media and forms of advertising in marketing communication. The role and importance of public relations and publicity. Communication and public relations in crisis situations. Contemporary forms of business communication and public relations. Forms of formal and informal business communication. The impact of corporate communication on the company's competitiveness. The importance of introducing integrated marketing communications.

Marketing management services

Understanding marketing management services. The concept and characteristics of services. Evolution of marketing management services. Marketing strategy for service organizations. Realizing the quality of services. Creating brands. Consumer behavior in the process of purchasing services. Creating value for customers, stratification and loyalty. Research of the service market and customer satisfaction stratisfaction. Designing service products. Forming prices of services. Integrated marketing communications of service organizations. Product strategy and design of service portfolio. Producing conditions for a successful long-term growth. Management of the service process.

Investment management

History and development of investment management. Capacity analysis in the investment program. Methods and their application in the assessment and management of investment projects. Methods and models of investment estimation. Accounting standard for evaluation of investment projects. Assessment of the residual value of the investment and project management. Financing investments.

Agrobusiness

Introduction to agrobusiness. Introduction to agrobusiness management. Lending in agrobusiness. Investments in agrobusiness. Credit system for cooperative farms. Planning process in agrobusiness. Organizing process in agrobusiness. Working in agrobusiness. Disposing of capital in agrobusiness. Marketing in agrobusiness. Finance in agrobusiness. Entrepreneurship in agrobusiness. Rural development policy.

Indicative content of courses module Finance and risk management

Financial reporting

Business globalization and financial reporting. Financial reporting and business communication. Differences in certain financial reporting systems. Harmonization of financial reporting - reasons, needs, problems. Global Financial Reporting Standards. IAS/IFRS - the basis of globalization of financial reporting. Financial reporting in the Republic of Serbia - legal regulations. Financial reporting in the Republic of Serbia - professional regulation.

Corporative finance

Introduction to corporative finance. Financial planning in a corporation. Determining value. Capital budgeting. Capital expenditure, structure and capital price. Merging and other ways of corporative reconstruction. International corporative finance.

Strategic management accounting

The concept, role and significance of strategic management of a company. Accounting information system. Components of enterprise performance and value creation. Strategic management accounting and business strategy of a company. Competitive strategies and strategic management accounting. Corporate strategies and strategic management accounting. Organizational-

methodological basics of strategic management accounting.

Risk management in financial operations

The concept of risk in the field of financial operations. Types, significance and characteristics of risks in financial operations. The concept and process of risk management in financial operations. Significance of financial risk management. Definition and management of market risks. Concept and credit risk management. Concept and management of operational risk in financial operations. Regulatory framework for managing risks in financial operations. The role and importance of applying modern software packages for risk management.

Professional practice

Business plan demonstration. Capacitating students to independently develop and implement a business plan. Enable students to integrate concepts, principles and skills. Strategic change management. Ability to create an ethical management environment. Ability to implement different marketing and management strategies. Capacitate students to solve and present strategic problems. Ability to apply theoretical knowledge and practical skills in the function of successful change management. Ability to independently formulate and implement a strategy. Ability to apply the relevant normative regulation. Ability to prepare, present, read, analyze and integrate a complete set of regular financial statements. Ability to apply the basic principles of financing. Ability to plan, analyze, evaluate and control the company's financial flows. Ability to manage working capital of the company. Ability to examine the influence of certain phenomena, processes and the relationship of the international financial and investment environment to the possibility of obtaining capital. Ability to understand the role and importance of the financial market when evaluating securities. Ability to analyze and evaluate capital costs. Ability to understand the causes and effects of certain corporate financial strategies. Ability to understand investment evaluation. The ability to make investment decisions. Ability to create an optimal marketing management strategy in service organizations. Ability to anticipate consumer behavior in the process of purchasing services. Gaining basic knowledge about the choice of the target market and the key skills in acquiring, retaining and increasing the number of loyal customers. The ability to make strategic and important macro decisions from the domain of products, prices, promotion and distribution.

Final paper

Examining and understanding the issue of business organizations and human resources management, the final paper will suggest possible ways of improving organizational structure of an enterprise which has been the subject of research and offer suggestions to build, develop and motivate observed organization's staff. Use of research methodology in the field of finance points out the research activities in the area of evaluating, activating and putting in function elements, occurrences and processes, all with the aim of further development and growth of an enterprise. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Experimental (practical) part, Results and discussion, Conclusion and Literature.

Investment management

History and development of investment management. Capacity analysis in the investment program. Methods and their application in the assessment and management of investment projects. Methods and models of investment estimation. Accounting standard for evaluation of investment projects. Assessment of the residual value of the investment and project management. Financing investments.

Marketing management services

Understanding marketing management services. The concept and characteristics of services. Evolution of marketing management services. Marketing strategy for service organizations. Realizing the quality of services. Creating brands. Consumer behavior in the process of purchasing services. Creating value for customers, stratification and loyalty. Research of the service market and customer satisfaction stratisfaction. Designing service products. Forming prices of services. Integrated marketing communications of service organizations. Product strategy and design of service portfolio. Creating a successful long-term growth. Management of the service process.

Indicative content of courses module Culture and media management

Multimedia creative expression

Digital literacy and digital competency. Multimedia and hypermedia. Text. Graphics. Sound. Animation. Video. Photography and its importance in creative expression. Composition. How to photograph a figure, landscape and architecture (the choice of lens). Setting digital camera (blur, exposure). Adobe Photoshop, use of tools and photo editing. Design of promo materials (business cards, leaflets, posters). Brochure design.

Creative and cultural industries

The notion and importance of creative economy. Development of creative economy in developed countries. Effects of creative economy on economy development on a global level. Creative economy in Serbia – its position and improvement strategies. Economic trends in creative industries. Information literacy. Virtual communication. Electronic world (e-mails, e-trade, e-banking, e-government, e-health, e-learning). Computer cloud. Intellectual property and copyright. Visual arts, painting. Sculpturing. Architecture. Photography. Graphic design and new media.

Communications and public relations

Definition, significance and communication functions. The emergence and development of marketing communications. Processes and marketing communication models. Participants in the marketing communication process. The economic aspect of marketing communication. Planning and creating a marketing communication message. Organization of marketing communication. Determination of communication objectives. Selection of media and forms of advertising in marketing communication. The role and importance of public relations and publicity. Communication and public relations in crisis situations. Contemporary forms of business communication and public relations. Forms of formal and informal business communication. The impact of corporate communication on the company's competitiveness. The importance of introducing integrated marketing communications.

Professional practice

Use of basic techniques of development and business plan updating. Familiarization with the rules of production plan design. Familiarization with the rules of marketing plan design. Familiarization with the rules of organizational plan design. Familiarization with the rules of financial plan design. Familiarization with project management techniques. Active participation in a project realization. Familiarization with planning and organization of project tasks. Familiarization with team approach to problem solving. Acquiring knowledge on human resources management in an organization. Familiarization with basic methods of training, develop and assessment of staff performance. Understanding basic concepts in the field of marketing and management. Familiarization with the importance of change management when faced with challenges and uncertainties. Familiarization of students with the importance and function of communication, role and process of communication as well as with participants in the process of communication. Familiarization and understanding of the role and importance of promo activities on social networks (Facebook, Twitter, Google plus,

Instagram, Youtube). Familiarization with the importance of public relations. Familiarization with the functions of the public relations service (crisis management, creating the image and identity of a company, press relations, press service, public relations, relations with investors). Understanding the importance of an effective use of public relations (press releases, press conferences, media, external communication tools, internal communication tools). Considering the impact of integrated marketing communication on company competitiveness. Understanding the contribution of implementing an optimal marketing strategy in service organizations. Understanding the importance of corporate brand. Introduction to the role of tourism in local economic development. Understanding the importance of building and improving relationships with institutions and organizations of importance for local economic development. Development of individual students' abilities necessary for the improvement of the existing media and cultural system. Capacitate students to independently create and administer Web sites. Preparing students for independent work in computer software for designing promotional materials (business cards, flyers, brochures). Developing creative ideas for students to create creative products. Understanding the importance of protecting intellectual property and copyright. Preparing students for planning and organizing business activities in media and cultural institutions.

Final paper

Final paper demonstrates understanding of materials which refer to understanding of application of marketing mix instruments (product, price, distribution, promotion) whose combination enables production and service organizations to achieve particular position and to successfully differentiate in relation to competition. Through this research work, student should point out the role of tourism in local economic development, as well as the importance of tourism in sustainable development of local units. In his/her final paper, a student should demonstrate understanding of ideas which refer to creative industry i.e. to apply creative activities with the aim of creating original pieces of work, solutions or ideas. Student's final paper is a demonstration of understanding of importance of the use of multimedia technology in business operations – this moreover shows that a student has acquired basic knowledge in the field of multimedia expression through the use of various information tools. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Experimental (practical) part, Results and discussion, Conclusion and Literature.

Marketing management services

Understanding marketing management services. The concept and characteristics of services. Evolution of marketing management services. Marketing strategy for service organizations. Realizing the quality of services. Creating brands. Consumer behavior in the process of purchasing services. Creating value for customers, stratification and loyalty. Research of the service market and customer satisfaction stratification. Designing service products. Forming prices of services. Integrated marketing communications of service organizations. Product strategy and design of service portfolio. Creating a successful long-term growth. Management of the service process.

Tourism and local economic development

Interdependence of local economic development and tourism. Concepts and models of local and regional development. Tourism and local development. Tourism as a business activity. The contribution of tourism to the generation of gross domestic product, foreign trade balance, employment growth, changes in the economic structure and balanced regional development. Direct, indirect and induced effects. TSA (Tourist Satellite Accounts). Tourist multipliers. Elasticity of tourist demand. Participation of tourism in GDP in different regions and local self-governments. Development of tourism as a factor of local and regional differentiation and (or) homogenization of geospace. Indicative content of courses module Tourism and hospitality, submodule Tourism and hotel operations.

Valorization of tourism potential

Introduction to valorization of tourism potential. Process of valorization in tourism. Principles of valorization of tourism potential. Methodological approach to valorization of tourism potential. Analysis of spacial components as particularly important values. Resources and natural environment. Types of resources and resource spending. Principles of evaluation of natural potential. Methods of evaluation of natural potentials. Principles of evaluation of anthropogenic potential. Methods of tourist valorization. Stakeholder approach to tourist valorization.

Hotel management

Contemporary tendencies in service activities. The concepts of hotel industry. Business orientation of hotel companies. Strategic management of a hotel. Planning as a phase of management process in a hotel. Organizing as a phase of management process at a hotel company. Leadership as a phase of management process in a hotel company. Control as a phase of management process in a hotel company. Human resources management at a hotel. Hotel units and rooms. Reception technique. Hotels and agencies. Growth and development of international hotel chains. Business connection of hotel companies. Strategic adjustment of hotel services to market trends in the upcoming years.

Tourism and local economic development

Interdependence of local economic development and tourism. Concepts and models of local and regional development. Tourism and local development. Tourism as a business activity. The contribution of tourism to the generation of gross domestic product, foreign trade balance, employment growth, changes in the economic structure and balanced regional development. Direct, indirect and induced effects. TSA (Tourist Satellite Accounts). Tourist multipliers. Elasticity of tourist demand. Participation of tourism in GDP in different regions and local self-governments. Development of tourism as a factor of local and regional differentiation and (or) homogenization of geospace. Indicative content of courses module Tourism and hospitality, submodule Tourism and hotel operations.

Professional practice

Use of basic techniques of development and business plan updating. Familiarization with the rules of production plan design. Familiarization with the rules of marketing plan design. Familiarization with the rules of organizational plan design. Familiarization with the rules of financial plan design. Familiarization with project management techniques. Active participation in a project realization. Familiarization with planning and organization of project tasks. Familiarization with team approach to problem solving. Acquiring knowledge on human resources management in an organization. Familiarization with basic methods of training, development and assessment of staff performance. Understanding basic concepts in the field of marketing and management. Familiarization with basic rules of creating an optimal marketing management strategy in service organizations. Getting to know the specific problems in tourism industry. Acquiring knowledge on managing change in the conditions of new challenges, uncertainties and more and more pronounced competition. Introduction to the principles and methods of partial and complex valorization of the tourist potential. Introduction to research activities in the field of evaluation, activation and putting into function of elements, phenomena and processes in the area that are in function of development and improvement of tourism. Acquiring knowledge on doing business operations in a hotspot. Acquiring knowledge on performing business functions at a hotel. Acquiring knowledge on human resources management at a hotel. Familiarization with the role of tourism in local economic development. Introduction to the importance of tourism in the sustainable development of local areas. Acquiring knowledge on instruments and techniques of integration of tourism in the general concept of development of larger local units. Getting to know the planning process in the agrosector. Introduction to the process of organizing in the agrosector. Introduction to the agrosector control process. Understanding basic concepts in the field of marketing management

services.

Final paper

Examining and understanding the issue of business organizations and human resources management, the final paper will suggest possible ways of improving organizational structure of an enterprise which has been the subject of research and offer suggestions to build, develop and motivate observed tourist/hotel organization's staff. Through this research work, student should point out the role of tourism in local economic development, as well as the importance of tourism in sustainable development of local units. In that process student should apply acquired knowledge on instruments and techniques of integrating tourism in the general concept of development of larger local areas. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Experimental (practical) part, Results and discussion, Conclusion and Literature.

Agrobusiness

Introduction to agrobusiness. Introduction to agrobusiness management. Lending in agrobusiness. Investments in agrobusiness. Credit system for cooperative farms. Planning process in agrobusiness. Organizing process in agrobusiness. Working in agrobusiness. Disposing of capital in agrobusiness. Marketing in agrobusiness. Finance in agrobusiness. Entrepreneurship in agrobusiness. Rural development policy.

Marketing management services

Understanding marketing management services. The concept and characteristics of services. Evolution of marketing management services. Marketing strategy for service organizations. Realizing the quality of services. Creating brands. Consumer behavior in the process of purchasing services. Creating value for customers, stratification and loyalty. Research of the service market and customer satisfaction stratisfaction. Designing service products. Forming prices of services. Integrated marketing communications of service organizations. Product strategy and design of service portfolio. Creating a successful long-term growth. Management of the service process.

Indicative content of courses module Tourism and hospitality, submodule Hospitality and gastronomy

Hotel management

Contemporary tendencies in service activities. The concepts of hotel industry. Business orientation of hotel companies. Strategic management of a hotel. Planning as a phase of management process in a hotel. Organizing as a phase of management process at a hotel company. Leadership as a phase of management process in a hotel company. Control as a phase of management process in a hotel company. Human resources management at a hotel. Hotel units and rooms. Reception technique. Hotels and agencies. Growth and development of international hotel chains. Business connection of hotel companies. Strategic adjustment of hotel services to market trends in the upcoming years.

Sensory analysis of food and drinks

Terminological evaluation of terms - organoleptic, i.e. sensory quality of food and beverages. Indication of techniques - visual, oral, olfactory, palpatory sensory evaluation technique and basic methods for evaluating the quality of food and beverages. Defining the most important parameters of sensory quality - appearance, texture, i.e. food consistency or viscosity of a drink with an emphasis on aroma-smell and taste. Displaying individual practical and theoretical methods for evaluating prepared meals from meat, fish, game and other herbal foods. Sensory evaluation of baking and dessert products. Assessment of the sensory quality of various types of non-alcoholic and alcoholic drinks with special attention placed on the perception of smell and taste.

Food and culture

The notion of culture. Various definitions of the notion of culture through history. Basic types of culture. Importance of culture continuity. History of art and culture. Food and culture. Culture and tradition in gastronomy. Historical development and specificities of certain types of nutrition. Specific forms of national gastronomies. Respecting the overall quality of human characteristics and diversity in gastronomy. Representation of connection between culture, food and nutrition through different socio-cultural elements. Culture, tourism and hospitality.

Professional practice

Use of basic techniques of development and business plan updating. Familiarization with the rules of production plan design. Familiarization with the rules of marketing plan design. Familiarization with the rules of organizational plan design. Familiarization with the rules of financial plan design. Familiarization with project management techniques. Active participation in a project realization. Familiarization with planning and organization of project tasks. Familiarization with team approach to problem solving. Acquiring knowledge on human resources management in an organization. Familiarization with basic methods of training, development and assessment of staff performance. Understanding basic concepts in the field of marketing and management. Familiarization with basic rules of creating a marketing management strategy in service organizations. Familiarization with particular problems of an enterprise in tourism industry. Acquiring knowledge on managing change in the conditions of new challenges, uncertainties and more and more pronounced competition. Acquiring knowledge on performing business operations in a hotel. Acquiring knowledge on performing business functions at a hotel. Acquiring knowledge on human resources management at a hotel. Acquiring knowledge on sensory parameters of food quality. Familiarization with particular methods of evaluation of most important properties of food and drinks. Familiarization with historical development and specificities of certain foods. Acquiring practical knowledge on basic terms, aims and connection between food and culture. Understanding principles of food preparation with an overview of different ways of eating in different cultures. Acquiring practical knowledge on creating a hospitality offer in line with market demands and specificities which stem from the cultural differences between different countries. Familiarization with the role of tourism in local economic development. Introduction to the importance of tourism in the sustainable development of local areas. Acquiring knowledge on instruments and techniques of integration of tourism in the general concept of development of larger local units. Getting to know the planning process in the agrosector. Introduction to the process of organizing in the agrosector. Introduction to the agrosector control process.

Final paper

Examining and understanding the issue of business organizations and human resources management, the final paper will suggest possible ways of improving organizational structure of an enterprise which has been the subject of research and offer suggestions to build, develop and motivate observed hospitality/gastronomy organization's staff. Students thus show a knowledge and understanding of different principles and nutrition ways in different cultures, as well as that they have acquired knowledge on basic notions, aims and connection between food and culture. Through this research work, student should point out the role of tourism in local economic development, as well as the importance of tourism in sustainable development of local units. In this process, student should apply acquired knowledge on instruments and techniques of integrating tourism in the general concept of development of larger local units. After completing his/her research, student has to follow certain guidelines in presenting his research. The paper has to be made up of the following parts: Introduction, Theoretical part, Experimental (practical) part, Results and discussion, Conclusion and Literature.

Tourism and local economic development

Interdependence of local economic development and tourism. Concepts and models of local and regional development. Tourism and local development. Tourism as a business activity. The contribution of tourism to the generation of gross domestic product, foreign trade balance, employment growth, changes in the economic structure and balanced regional development. Direct, indirect and induced effects. TSA (Tourist Satellite Accounts). Tourist multipliers. Elasticity of tourist demand. Participation of tourism in GDP in different regions and local self-governments. Development of tourism as a factor of local and regional differentiation and (or) homogenization of geospace. Indicative content of courses module Tourism and hospitality, submodule Tourism and hotel operations.

Agrobusiness

Introduction to agrobusiness. Introduction to agrobusiness management. Lending in agrobusiness. Investments in agrobusiness. Credit system for cooperative farms. Planning process in agrobusiness. Organizing process in agrobusiness. Working in agrobusiness. Disposing of capital in agrobusiness. Marketing in agrobusiness. Finance in agrobusiness. Entrepreneurship in agrobusiness. Rural development policy.