



УНИВЕРЗИТЕТ У БАЊОЈ ЛУЦИ  
ЕКОНОМСКИ ФАКУЛТЕТ  
FACULTY OF ECONOMICS  
UNIVERSITY of BANJA LUKA

**CURRICULUM OF THE STUDY PROGRAM OF THE SECOND CYCLE  
STUDIES AT THE FACULTY OF ECONOMICS, UNIVERSITY OF BANJA  
LUKA**

**STUDY PROGRAM**

**"CULTURAL HERITAGE AND CULTURAL TOURISM MANAGEMENT"**

**Banja Luka, 2018**

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## INTRODUCTION

The Faculty of Economics of the University of Banja Luka is a higher education institution within the University of Banja Luka, whose main activity is scientific-teaching and research work. The Faculty of Economics in Banja Luka was established by the Decision of the Municipal Assembly of Banja Luka No. 01-012/75 of 6 February 1975. The Faculty of Economics was developed from the Department of the Faculty of Economics in Sarajevo, which began its activities on 1 November 1974. The Faculty of Economics possesses all necessary licenses for work and fully meets the requirements prescribed by the Law (Decision on establishing the conditions for the start of activities of higher academic institution, Decision No. 07.1-4462/07 of 2 July 2007; Decision of the entry in the court register, Decision No. 1-587-00 of 13 September 2007, and the License for work, License No. 07.23/602-3900/09 of 22 June 2009).

In 2013, the University of Banja Luka was accredited and entered into the Register of Higher Education Institutions, which is kept by the Agency for Development of Higher Education and Quality Assurance of the Republic of Srpska. Today, the University of Banja Luka has 17 faculties with 58 study programs of the first cycle studies, 65 study programs of second cycle studies and nine study programs of the third cycle studies.

The teaching process is carried out by 811 professors and associates who are full-time employees. In addition, University employs 170 professors as employees in additional employment, 168 visiting professors from abroad and 121 expert associates for the implementation of clinical practice. Administrative and technical support is provided by 559 employees.

Currently, 14,699 students from all over the Republic of Srpska and abroad are studying at the University. So far, 31,500 students graduated from basic studies, 350 students earned their master's degrees, 1,150 students earned their magister's degrees and 645 students earned their PhD degrees.

The mission of the Faculty of Economics is education and training of highly educated academic and professional staff, development of market-oriented competencies of students<sup>1</sup>, as well as scientific-research and cooperation at national, regional and international level with the scientific-research institutions, governmental and nongovernmental institutions and industry.

The vision of the Faculty of Economics: The Faculty of Economics of the University of Banja Luka is a modern, developed, progressive and open Faculty, which represents the backbone of economic development of the Republic of Srpska.

The main goal of the Faculty of Economics, University of Banja Luka is to become a leader in the field of higher education and scientific research within the Republic of Srpska and Bosnia and Herzegovina, and broader, in the regional context.

The specific goals of the Faculty of Economics, University of Banja Luka are:

- Continuous improvement of the quality of teaching process in the first, second and third cycle studies, harmonized with requirements of the real sector and the principles of the Bologna process;
- Improvement of the competencies of teaching and associate staff and the student learning outcomes by constant innovations in teaching process and scientific-research work, and participation in international projects;

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<sup>1</sup> In the following text we will use the terms student, candidate, professor, manager and other technical terms as gender-neutral terms that relate to both female and male gender (author's note).

- Strengthening of international cooperation and the position of the Faculty of Economics, University of Banja Luka abroad.

Students with a diploma of the Faculty of Economics, University of Banja Luka, with built competencies and internationally recognized diploma (many of our students continued their education in the second and third cycle studies in Austria, Germany, Great Britain, Hungary, Italy, Canada, United States of America, Serbia, Montenegro, Croatia, Slovenia and other countries, according to the records of the Student Services of the Faculty of Economics, University of Banja Luka) may be employed in the public sector, business non-financial and financial sector, self-employed and employed in the third sector. Diploma of the Faculty of Economics, University of Banja Luka is a brand. This is confirmed by Bachelors of Economics, Masters of Economics, Magisters of Economic Sciences and Doctors of Economic Sciences who perform the high duties of statesmanship in the Republic of Srpska and Bosnia and Herzegovina, as well as manage financial institutions, institutions in the Government of the Republic of Srpska, and public and private companies.

Teaching at the integrated University of East Sarajevo is currently attended by around 13,000 students in 10 cities where 17 organizational units of the University are located, while the Rectorate, as an administrative center, is located in East Sarajevo. The University has 56 study programs in the first cycle studies, 47 in the second cycle and 8 in the third cycle studies. The University of East Sarajevo is the first public accredited higher education institution in Bosnia and Herzegovina, and in 2018 it entered the process of re-accreditation.

The Faculty of Economics of the University of East Sarajevo is today one of the 17 organizational units of an integrated university that performs the activity of higher education in the field of economic sciences. In addition to primary, teaching activity, the Faculty of Economics performs scientific and research, publishing and expert consultancy activities, and in accordance with the Statutes of the Faculty and University, it can perform other activities for the commercialization of the results of scientific and research work, provided that these activities do not threaten the quality of the teaching activity. The Faculty of Economics in East Sarajevo begun its activity in the the school year 1993/94 on the basis of the Decision of the National Assembly of the Republic of Srpska. The seat of the Faculty was located in Pale. The Faculty renewed its work on the basis of a Decision of the Ministry of Education, Science and Culture of the Republic of Srpska of 17 January 1994, and it is a successor of the Faculty of Economics of the University of Sarajevo, founded on 31 July 1952. The Faculty of Economics possesses all the necessary permits for work and is in full compliance with the requirements prescribed by the Law (Decision on separation of higher education institutions of the University of Sarajevo, Official Gazette of RS No. 17/92 of 9 November 1992; Decision on entry into the court register, Decision No. 1-23/94 of 17 January 1994, License for work, License No. 07.2-9485/07 of 25 December 2007 and Decision on entry in the state register of accredited higher education institutions in BiH, Decision No. 05-33-1-870-14/12 of 24 October 2013).

The main mission of the Faculty of Economics of the University of East Sarajevo (UES) is the education of future graduated economists, masters and doctors of economic sciences in accordance with European standards, as well as the needs of the society and labor market in the Republic of Srpska, Bosnia and Herzegovina and surrounding countries.

At the same time, apart from commitment to students, the quality of their education and the level of acquired knowledge, the mission also consists of continuous improvement of professors and associates, permanent monitoring of European and world trends, as well as the latest literature in the field of economic sciences, and in the promotion of scientific, research and publishing activities with the goal of achieving a socially useful function of the Faculty, or science in the service of the development of the economy and the society as a whole.

The vision of the Faculty of Economics is to create in the coming years an even stronger and more influential higher education institution in terms of staff that will not only teach economic sciences but also practically apply the acquired knowledge and results of scientific and research work through cooperation with municipal, republic and state institutions, and companies of local and regional importance. The vision of the Faculty is also accredited study programs, in which the teaching process will be conducted in accordance with the practice of the best European and world faculties and universities. Finally, the vision is recognized diplomas of the Faculty in the world, diplomas that will open the doors of institutions and successful companies, both domestic and foreign, to our graduate students. The key to the realization of the vision consists in the implementation of the set program tasks in the future development period of the Faculty.

In addition, there are important goals, without whose implementation the further development of the Faculty and fulfillment of the vision is unthinkable. It is necessary: to create own teaching staff, to achieve mobility of students and professors by strengthening the existing cooperation with related faculties in the country and the region, to provide a permanent process of training of professors and associates in the country and abroad, to open studies of the third cycle (doctoral studies) at the Faculty, with engagement the best lecturers from our Faculty, from the country and abroad, to intensify scientific and research work through the organization of international scientific meetings and through the participation of our professors and associates in similar gatherings in the countries of the region, Europe and the world, to provide greater engagement of professors, associates and students in scientific-research projects that benefit society, to intensify cooperation with the local, republic and state community through the establishment of the Alumni community and the improvement of the work of the Scientific Research Institute, to improve conditions for life and work of professors and associates, as well as students, through cooperation with student organization of the Faculty and University.

Students with a diploma of the Faculty of Economics of the University of East Sarajevo, with built competencies and an internationally recognized diploma, can be employed in the public sector, business non-financial and financial sectors, and self-employed. This is confirmed by Bachelors of Economics, Masters of Economics, Magisters of Economic Sciences and Doctors of Economic Sciences who perform the high duties of statesmanship in the Republic of Srpska and Bosnia and Herzegovina, as well as manage financial institutions, institutions in the Government of the Republic of Srpska, and public and private companies.

### ***Justification of the launch and importance of the new study program***

The new study program "Cultural Heritage and Cultural Tourism Management" (60 ECTS) is a one-year program of the second cycle studies at the Faculty of Economics (EF) of the University of Banja Luka (UBL) and the Faculty of Economics Pale (EFP) of the University of East Sarajevo (UES). Due to a multidisciplinary approach, this program is intended for students who have completed the first cycle studies in the field of economics but also in other fields, who are interested in new knowledge about concepts, methods and tools applicable in the field of cultural tourism.

The study program "Cultural Heritage and Cultural Tourism Management" is developed through the implementation of the international project titled "Strengthening Capacities for Tourism Changes in WB - Building Competence for Quality Management of Heritage and Cultural Tourism / CULTURWB; Project Number: 574193-EPP-1-2016-1-RS-EPPKA 2-CBHE-JP". The CULTURWB project was launched in October 2016 and belongs to the second generation of Erasmus+ project for capacity building of higher education institutions co-financed by the EU (<https://culturwb.pmf.uns.ac.rs/>). The inspiration for launching the CULTURWB project stems from the recognized needs of partners in the Western Balkans (WB) region, who work in the tourism and economy sector and who already have long-term cooperation, to strengthen the development of the cultural tourism industry in Serbia, Bosnia and

Herzegovina and Montenegro, to emphasize its significance and to raise awareness of the need to preserve the rich cultural heritage in the region and beyond.

In addition to UBL and UES, partners from the Western Balkans countries that participate in the project are: University "Džemal Bijedić" in Mostar (BiH), University of Novi Sad (Serbia), University of Niš (Serbia), University of Montenegro (Montenegro), Sarajevo Meeting of Cultures - SMOC (BiH), Provincial Institute for the Protection of Cultural Monuments (Serbia) and Tourist Organization of Kotor Municipality (Montenegro). Partners from EU countries are University of Helborn (Germany), University FH Johaneum (Austria), University of Applied Sciences Breda (The Netherlands) and World University Service - WUS (Austria). One of the main goals of the CULTURWB project is the development of a multidisciplinary master program that combines the fields of cultural heritage and cultural tourism management in higher education institutions in partner countries: Serbia, Bosnia and Herzegovina and Montenegro. In addition to the new master programs, the goals of this project are the development of lifelong learning programs at the aforementioned higher education institutions, and the merging of the tourism industry of the countries of the region through the strengthening of the commercialization of cultural values, affirmation of cultural identity, and the achievement of cooperation between the higher education sectors and the tourism industry.

The study program "Cultural Heritage and Cultural Tourism Management" has been developed and defined through the work of professors and associates of UBL and UES, with continuous consultations and audits of EU partners. The draft curriculum is defined on the basis of previous research of the curriculum in the field of cultural tourism in the EU and the analysis of the competencies of stakeholders in the cultural tourism. The first study analyzed more than 200 curricula in 20 countries to identify key subjects, which should be included in the future master program in this field. In the second study, an analysis of the necessary competencies of stakeholders in cultural tourism was made, with some missing competences identified, which was also the basis for the development of the content of the new master program. This research was carried out in Serbia, Bosnia and Herzegovina and Montenegro, with a total of 184 stakeholders analyzed. In addition, a survey was conducted of students' interest in this topic and the development of a new study program, and the results of the survey were encouraging.

Although the labor market is flooded with a large number of unemployed economists of various profiles, mostly from privately owned faculties and high business schools, a careful labor market analysis has shown the necessity of further education of existing specialist profiles. The needs of the stakeholders in the field of tourism and the analysis of the missing competencies, carried out within the CULTURWB project, were the main drivers in the preparation of the curriculum of the second cycle study program "Cultural Heritage and Cultural Tourism Management" at the Faculty of Economics of the University of Banja Luka and the Faculty of Economics of the University of East Sarajevo. Segments of cultural heritage and cultural tourism management are not sufficiently represented in study programs at universities in the Republic of Srpska.

During the last decade of the previous and beginning of this century, the Republic of Srpska, like the other Western Balkan countries, has been experiencing very turbulent political, economic and social changes. The disintegration of the former common state and the processes of political and economic transition in the war environment have left great consequences both in relation to cultural heritage and in the field of cultural monuments protection. As a consequence of political and social changes, there is an intensive construction of new facilities, often in historical areas that in the meantime have become attractive locations for housing and other commercial purposes. The authority of state institutions is shaken and as a result there is a violation or non-implementation of legislation in the sphere of spatial planning, construction and preservation of cultural monuments. The problem of lack of money occurs when it comes to funds for maintenance of infrastructure, restoration of museum settings, protection of cultural assets and cultural heritage as a whole. The allocations for the protection, conservation and

revitalization of cultural heritage in the Republic of Srpska are minor, leading to the continuing devastation and the complete disappearance of a large number of cultural monuments and historical sites. Cultural tourism could make a significant contribution to changing this situation, but there are many problems that lead to the slow development of cultural tourism. Perhaps the most serious problem is the undefined policy and strategy of promoting cultural tourism. Due to the unclear goals and priorities of development in this area, cultural tourism in the Republic of Srpska, which has a great potential, continues to develop in a random and unorganized manner.

There is also a lack of systematic research and studies in the field of cultural tourism that would provide a clear insight into the current state of cultural goods. One of the key problems is the lack of inventory of cultural and tourist resources and their valorization. The tourism strategy does not recognize cultural tourism as a specific form of tourism but identifies only certain elements of culture as possible tourist potentials. Cooperation between the cultural and tourism sectors, which is a prerequisite for the successful development of cultural and tourism products, is lacking at all levels of governance. There are very few projects that have been jointly organized by the cultural and tourism sectors. Cultural institutions find it difficult to establish cooperation with travel agencies that are supposed to market their programs or to create market-ready cultural tourism products in partnership.

In the Republic of Srpska, in the field of cultural heritage and cultural tourism management, there are almost no trained experts. Existing human resources in culture and tourism do not know the contemporary trends and principles of cultural tourism development and do not have experience in mutual cooperation. Thus, cultural workers lack knowledge in the fields of finance, entrepreneurship, management and marketing, while tourism workers lack knowledge about the values of cultural heritage and the principles of its sustainable development.

The University of Banja Luka and the Faculty of Economics, as a representative of the University, are signatories to the agreement with PR China "Silk Road 16+1". The agreement on cooperation in the field of tourism and culture was signed at the Second Conference (16+1 Summit Podgorica, 2017) between the University of Banja Luka, the Faculty of Tourism and Hospitality Ohrid, the University of Podgorica and the Beijing Union University -Tourism school. The International Platform for Cooperation of the People's Republic of China and Central and Eastern European Countries (CEEC) called Mechanism 16+1 was officially launched in April 2012 in Warsaw. In addition to China, this new form of international cooperation includes 16 European countries: Albania, Bosnia and Herzegovina, Bulgaria, Montenegro, Estonia, Croatia, Latvia, Lithuania, Hungary, North Macedonia, Poland, Romania, Serbia, Slovakia, Slovenia and the Czech Republic. The 16+1 mechanism focuses on the coordination of the development strategies of 17 countries and relates to cooperation in the fields of investment, infrastructure, transport, science, education, culture, tourism and agriculture, with the aim to provide a platform for accelerated growth and development. PR China has defined three potential priority areas of economic cooperation - infrastructure, advanced and ecological technologies. The Chinese Academy of Social Sciences has founded a Think Tank in order to coordinate cooperation between the PR China and the countries of Central and Eastern Europe under this mechanism. This cooperation with China is also one of the reasons for the opening of a new master's studies in the field of cultural heritage and cultural tourism management.

The Faculty of Economics, University of Banja Luka possesses all the technical-spatial and human requirements for student education at the study program "Cultural Heritage and Cultural Tourism Management" and we believe that the launch of this study program is of great socio-economic interest for the Republic of Srpska. The study program would be conducted at the Faculty of Economics, University of Banja Luka with the co-organization of the University of East Sarajevo and the participation of professors of both universities.

## **1. NAME AND GOALS OF THE STUDY PROGRAM OF GRADUATE ACADEMIC STUDIES – THE SECOND CYCLE STUDIES**

Study of the second cycle studies at the Faculty of Economics (academic graduate studies) is organized in five study programs: Finance, Banking and Insurance; Finance and Audit of the Public sector; International Economics; Business Economics; Actuarial Science.

A study program titled "Cultural Heritage and Cultural Tourism Management" will be organized in parallel with existing study programs. The study program "Cultural Heritage and Cultural Tourism Management" has no specific modules.

### ***Goals of the study program***

Students should demonstrate originality in the application of knowledge and understand how the knowledge boundaries are moved by new research. They need to deal with complex issues in a systematic and creative way, as well as to show originality in dealing with problems and in solving them. This is achieved through the education of experts who will have a systematized set of knowledge in tourism and related branches, groups and subgroups of activities that are necessary for research in one of the specific areas of tourism theory, practice and policy (spatial aspect of tourist attractiveness, material and organizational basis of cultural tourism, economic aspects of cultural tourism).

Generally speaking, the main goal of the study programs of academic graduate (master's) studies is the education of appropriate experts from the narrow specialist areas of the scientific field of economics, who will be trained to perform complex and managerial tasks in various activities. Also, through the programs of the second cycle studies students are involved and trained for scientific and research work.

The main goal of the study program "Cultural Heritage and Cultural Tourism Management" is to deepen the knowledge of future masters of economics in the field of cultural heritage and cultural tourism management, as well as to educate experts in these areas who, through a multidisciplinary approach, need to acquire the appropriate skills and expertise to work in this rapidly growing tourism sector.

The specific goals of the study program "Cultural Heritage and Cultural Tourism Management" are the following:

- training of future masters of economics for the application of advanced and more complex methods for analyzing cause-effect relationships and connections in economic theory and economic reality, as well as the ability to apply modern methods of quantitative and qualitative research in business decision making, while minimizing risks in the uncertain and turbulent environment of government, profit and non-profit organizations in the field of culture and tourism;
- preparing of future masters of economics for independent professional and research work in a large number of institutions and companies dealing with various aspects of cultural tourism;
- development of critical thinking and the ability to understand and solve the problem of relations between tourism demand and supply, including the formation of awareness of the necessity of permanent education, necessary for effective action in a dynamic, changing environment;
- training of students to continue their studies in the third cycle studies, i.e. doctoral studies, and their involvement in scientific and research work.

## **1.1. Foundation of the study program**

The study program "Cultural Heritage and Cultural Tourism Management" is based on:

- Law on Higher Education ("Official Gazette of the Republic of Srpska", No. 73/10, 104/11, 84/12 and 108/13);
- Statute of the University of Banja Luka, Statute of the Faculty of Economics, University of Banja Luka and other normative-legal documents of these institutions;
- Rules of Study in the first and second cycle studies at the University of Banja Luka;
- Rules of Study in the third cycle studies at the University of Banja Luka;
- Rulebook on part-time studies at the University of Banja Luka;
- Statute of the University of East Sarajevo and other normative-legal documents of this institution;
- Rules of Study in the second cycle studies at the University of East Sarajevo;
- Magna Charta Universitatum;
- Bologna Declaration: The European Higher Education Area Joint Declaration of the European Ministers of Education convened in Bologna on the 19<sup>th</sup> June 1999;
- Prague Communiqué: Towards the European Higher Education Area – Communiqué of the meeting of European Ministers in charge of Higher Education in Prague on 19<sup>th</sup> May 2001;
- Sorbonne Declaration: Joint declaration on harmonization of the architecture of the European higher education system (Sorbonne, Paris, 25<sup>th</sup> May 1998);
- Salamanca Statement: Message from the Salamanca Convention of European Higher Education Institutions;
- Bosnia and Herzegovina (BiH) higher education qualification framework;
- Qualifications Framework for the European Higher Education Area (QF EHEA);
- European Qualifications Framework for lifelong learning (EQF);
- Convention on the Recognition of Qualifications concerning Higher Education in the European Region (Lisbon Convention);
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).
- Study programs in the area of the former Yugoslavia and beyond.

## **1.2. Structure of the study program**

Study program of graduate academic studies (master's studies) "Cultural Heritage and Cultural Tourism Management" lasts for one academic year and has 60 ECTS points. The teaching process is organized in two semesters, which have 30 ECTS points each. This is a complex study program, created in accordance with the contemporary practice of renowned faculties in Europe and the world, as well as the needs of our economy and society.

The study program is defined so that it is extensive, comprehensive and consistent with other programs of the Faculty (in first and third cycle studies) according to the model 4+1+3. The program has a clearly defined purpose and role in the higher education system. The goals of the study program, learning outcomes, knowledge and skills, which are acquired by its mastering, are precisely determined and aligned with the basic tasks and goals of the Faculty of Economics, University of Banja Luka and the Faculty of Economics, University of East Sarajevo.

At the level of the study program, the appropriate percentage of electiveness is provided, which provides the necessary academic flexibility for graduate academic (master's) studies. Of the total of 8 subjects and the final paper, 3 subjects including the final paper are elective subjects, which makes 37.50% of the total number of subjects. In the structure of the study program, in the appropriate proportions, three groups of subjects are represented: theoretical-methodological, scientific-professional and professional-applicative. Elective subjects are selected by the survey, and the subjects which get the highest number of students' votes become compulsory elective subjects in the winter and summer semester. Considering that this study program will be conducted at the Faculty of Economics, University of Banja Luka, the

final decision on elective subjects will be adopted by the Senate of the University of Banja Luka at the proposal of the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka.

The teaching process at the study program "Cultural Heritage and Cultural Tourism Management" will be realized according to the teaching plan and the application of various methods, in order to develop different abilities and skills among students and to enable everyone, regardless of the different learning styles, to acquire new knowledge under approximately the same conditions. The teaching plan is in accordance with the Decision on the method of monitoring and valorization of students' knowledge, which is adopted by the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka, just before the beginning of the academic year, and the Rules of study in the first and second cycle studies at the University of Banja Luka.

### **1.3. Purpose of the study program**

The study program "Cultural Heritage and Cultural Tourism Management" is an answer to the needs of the labor market and the needs of the Republic of Srpska for development and progress. The purpose of this study program in the second cycle studies is to monitor dynamic changes in the economic environment, meeting the needs for new competencies, that is, knowledge and skills required from the masters of economics, by enterprises, the economy and the non-profit sector, as well as by the state institutions.

The study program "Cultural Heritage and Cultural Tourism Management" focuses on specific but also multidisciplinary knowledge in the field of cultural heritage and cultural tourism management. The purpose of this study program is to educate academic specialists in the field of cultural heritage and cultural tourism management in order to enable them for responsible planning, organizing and managing institutions in the field of cultural tourism (cultural institutions, NGOs dealing with cultural tourism, tourism organizations) and creative industry; to acquire competencies for quality organizing of cultural events in numerous public and private enterprises; and to determine the effects and significance of events for the development of tourism at the destination. The purpose of the program is also to upgrade the acquired knowledge in basic academic studies with more in-depth theoretical and practical knowledge, as well as to provide the basis for independent qualitative and quantitative scientific and research work.

Considering the fact that this study program is based on a multidisciplinary approach to the study of cultural heritage and cultural tourism, special attention is paid to improving the tourist offer. Through this study program, students are trained to examine the assumption of the creation of a complex cultural and tourist offer, which is quantitatively and qualitatively aligned to the complex tourist demand.

This study program provides deepened, focused, specialist knowledge for operational work and business in the field of cultural tourism, which is one of the most massive forms of tourism and entrepreneurial management in the field of creative industries. It provides students with the acquisition of competencies for work in institutions dealing with cultural heritage and cultural tourism, as well as the ability to organize more numerous cultural events.

Training students to create innovative business ideas in the field of management, marketing and entrepreneurship in cultural tourism in the field of project management, functioning of tourism market, finance, intercultural communication, information technologies used in cultural tourism, cultural heritage and cultural tourism, natural and cultural resources in tourism, management of intangible cultural heritage, and the preservation and branding of traditional culture, establishment of a new company and the management of its business is the significant purpose of this program.

The study program "Cultural Heritage and Cultural Tourism Management" has the purpose to enable students to continue their education at higher education institutions, by mastering the methodological

scientific and research instrument, which makes it a prerequisite for enrolling doctoral studies, to study science and apply theory in tourism activity not only at the level of skills, but also through solving practical and theoretical problems in tourism and complementary activities.

## **2. MODEL OD THE STUDY PROGRAM**

The model of the study program is 4 + 1 + 3. The undergraduate study lasts for four years, i.e. eight semesters or 240 ECTS points, the master study lasts for one year, i.e. two semesters or 60 ECTS points, and the doctoral study lasts for three years or 180 ECTS points, which totals 480 ECTS points.

## **3. SCIENTIFIC AREA TO WHICH THE STUDY PROGRAM BELONGS**

The study program "Cultural Heritage and Cultural Tourism Management", as a one-year graduate academic (master's) study, belongs to the scientific field 5.0.0. Social sciences, scientific field 5.2.0. Economy and business.

The subjects in the study program "Cultural Heritage and Cultural Tourism Management" belong to the scientific areas categorized in the narrow scientific fields according to the Nomenclature for fields and sub-fields of science, the Rulebook on amendments of the Rulebook on scientific and artistic areas, fields and sub-fields ("Official Gazette of the Republic of Srpska" No. 27/2010) and the Decision of the Senate of the University of Banja Luka, No. 02/04-3.2082-64/12, of 13 September 2012, as follows:

Management, Entrepreneurship Economics, Trade, Tourism and Hotel Industry, Marketing, Business Finance, Business Informatics, Social Geography, Culture, Specific Cultures - Serbian Culture, History and Art Theory, Spatial planning and Sustainable Development.

## **4. TYPE OF STUDIES AND OUTCOMES OF THE LEARNING PROCESS**

### **4.1. Type of studies**

The study program of the second cycle studies (one-year graduate academic master's study) lasts for two semesters, a total of 60 ECTS points.

### **4.2. Outcomes of the learning process**

After completing the study program "Cultural Heritage and Cultural Tourism Management", students obtain the academic title Master of Economics. The outcome of the learning process is acquiring adequate knowledge and skills, i.e. competencies that enable students to independently and responsibly engage in the economic profession in the field of cultural tourism.

Master's studies supplement knowledge acquired during the basic academic studies, but also qualify students to connect and apply knowledge in solving problems in cultural tourism. They also qualify students to integrate knowledge, find the best opportunities for applying for different EU projects in order to realize their ideas and contribute to a better, diversified offer in the field of cultural tourism, to solve complex problems and to transfer knowledge to the expert and general public in a clear way. Students gain the qualities needed for employment in circumstances requiring innovation, communication, personal responsibility and initiative, in complex and unpredictable professional environments.

By mastering this study program, the student acquires the following general abilities:

- ability to retrospect, monitor and anticipate the emergence of practical and theoretical aspects of business in the domain of cultural tourism;
- ability to critically think, analyze and conclude in all forms of tourism business environment;
- ability to solve complex theoretical and practical problems related to the field of cultural heritage and cultural tourism.

### **4.3. Students' learning outcomes**

During studying at the second cycle studies, students should improve certain transferable skills acquired during their studies in the first cycle studies. Students who complete a graduate academic master's study will have general and specific competencies related to the ability to apply methodology and methods of scientific and research work, such as induction and deduction, analysis and synthesis, classification, planning and organizing, ability to solve problems by logical reasoning and applying the method analogy, management and leadership skills, ability to team work, communication, application of knowledge in practice, flexible adaptation to new situations, independent work, ability to manage projects, ability of proactive and innovative actions, and ability to take risk under uncertainty.

Students complement the knowledge acquired at basic academic undergraduate studies in order to apply the acquired knowledge and skills for solving specific problems in the business environment at the level of economic subjects in the field of cultural tourism, as well as for preparing for further scientific and research work.

Students' learning outcomes are additionally profiled by a focused study program "Cultural Heritage and Cultural Tourism Management".

This study program enables the education of professionals with all the necessary specific competencies for modern business and research in the field of cultural tourism. By mastering this study program, a student acquires the following competencies:

- for higher academic professional and scientific training in the field of cultural tourism management;
- for mastering qualitative and quantitative methods, techniques, procedures of the entire process of researching all segments of the tourist market, with an emphasis on the market of cultural tourism;
- for independent and very responsible management of the institutions and enterprises, parts of companies and other business entities from the domain of culture and tourism, in the activities of organizing cultural events and in other complementary activities, with special emphasis on the management of creative industries;
- for independent development of one's own business in the field of cultural tourism and creative industry, by applying the acquired knowledge, as well as the ability for teamwork;
- for developed communication in a modern business environment, interpretation and exchange of ideas, information, definition and clear presentation of the conclusions and facts on which the conclusions are based, both to informed and uninformed auditorium.

Students who complete this study program are qualified for:

- creative and innovative work and management in cultural institutions, tourist organizations, tourist-information centers and similar institutions;
- highly competent and creative planning and management at the level of tourist destination;
- planning, organizing and managing cultural events of importance for the development of tourism at the destination.

## **5. ACADEMIC TITLE**

After the completion of the second cycle studies, a candidate acquires the academic title of the Master in Economics with diploma supplement with indicated course - Cultural Tourism and Cultural Heritage Management - 300 ECTS points.

The abbreviation for the title is: Ma, written after the name and surname.

Given that this study program will be conducted at the Faculty of Economics, University of Banja Luka, graduates will obtain a degree from the University of Banja Luka.

## **6. REQUIREMENTS FOR ENROLLMENT IN THE STUDY PROGRAM**

Pursuant to Article 54 of the Statute of the University of Banja Luka and Article 20 of the Statute of the Faculty of Economics, University of Banja Luka, candidates have the right of entry in the second cycle studies in accordance with the provisions of the Decision of enrollment conditions of candidates in the second cycle studies at the Faculty of Economics, University of Banja Luka, which is adopted by the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka<sup>2</sup>.

General Provisions of the enrollment conditions are:

### **Article 1.**

Candidates who have completed four years of undergraduate academic studies, i.e. studies of the first cycle at the Faculty of Economics, University of Banja Luka and earned the academic title Bachelor of Science in Economics, i.e. Bachelor of Science in Economics - 240 ECTS points are entitled to enroll in the second cycle studies at the Faculty of Economics, University of Banja Luka, in the academic year 2017/2018, on the basis of the public competition, without taking entrance exam for the reason of compatibility of curricula.

### **Article 2.**

Candidates who have completed four years of undergraduate academic studies or studies of the first cycle in other public and private universities in Bosnia and Herzegovina and abroad, are entitled to enroll in the second cycle studies at the Faculty of Economics, University of Banja Luka, in the academic year 2017/2018, on the basis of the public competition, with the obligation of taking the entrance exam.

For candidates who have completed their studies abroad, the procedure of recognition of foreign higher education documents will be conducted for the continuation of education in accordance with the provisions of the Statute of the University of Banja Luka, Statute of the Faculty of Economics and the Rulebook on the equivalence procedure of previously acquired academic titles, the procedure of evaluation of higher education documents for the purposes of continuing education at the University of Banja Luka.

Further details regarding enrollment are explained in detail in the document Decision of enrollment conditions of candidates in the second cycle studies at the Faculty of Economics, University of Banja Luka in the academic year 2017/2018.

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<sup>2</sup> Decision of enrollment conditions of candidates in the second cycle studies at the Faculty of Economics, University of Banja Luka in academic year 2017/2018 can be downloaded from <http://www.ef.unibl.org/dokumenti/579Odluka-o-uslovima-upisa-na-II-ciklus-2017-2018.pdf>

## 7. LIST OF COMPULSORY AND ELECTIVE SUBJECTS

List - review of compulsory and elective study subjects is given in the Tabular overview of subjects.

All subjects in the study program are classified according to their status. Depending on whether the student is required to enroll them, the subjects are divided into compulsory (C) and elective (E). At the beginning of the academic year or semester, students enroll compulsory subjects and select and enroll the required number of elective subjects of all offered elective subjects. Elective subjects are selected by the survey. The subject selected by the largest number of students is designated as an elective subject in the academic year in which the elective subject is selected. The Scientific-Educational Council of the Faculty of Economics, University of Banja Luka, on the proposal of the Vice-Dean for Student Affairs and according to the survey results, proposes to the Senate of the University of Banja Luka amended list of responsible professors, which verifies the selection of the elective subject and responsible professors. The subject Methodology of Scientific Research Paper (2L + 0E) is a compulsory subject in this study program. Students will not be able to sign up and take other compulsory and elective subjects until they pass the subject Methodology of Scientific Research Paper.

In the structure of the study program of the second cycle studies "Cultural Heritage and Cultural Tourism Management", elective subjects comprise a total of 10 ECTS points (one elective subject in both semesters, not including the final paper, which is selected by the student's choice) which compared to the total number of ECTS points (60) makes 16.66% of ECTS points or 25% of subjects, including the final paper. In this way, the flexibility of the study program is provided, which demonstrates the extent to which students have the possibility to participate in the creation of their own education. This concept of study accepts a student as a partner and implies her, i.e. his active participation during the entire study process.

Students enroll, perform pre-exam obligations and take exams in each compulsory subject. If during the academic year they do not pass the exam in a compulsory subject, they need to enroll the same subject in the following academic year, in accordance with the provisions of the Law on Higher Education, the Rules of Study in the first and second cycle studies at the University of Banja Luka (more information on the rules and instructions can be found on the official website of the Faculty <http://www.ef.unibl.org/o-nama/dokumenti-i-odluke-fakulteta>).

In terms of pre-exam obligations and exams in elective subjects, students perform pre-exam obligations and take exams in subjects they have selected and enrolled at the beginning of the academic year, i.e. at the beginning of the semester, according to the provisions of the Decision on the method of monitoring and valorization of students' knowledge, which are adopted by the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka, just before the start of each academic year.

The division of subjects into compulsory and elective subjects ensures the systematization of subjects by semesters in terms of students' obligations, acquiring the necessary knowledge, skills and working abilities, broader education and other requirements of the profession of the Master of Economics. This division allows the connection of the subject contents by semesters and years of study, i.e. it allows establishing the order of subject studying and defining prerequisites for the enrollment of individual subjects or groups of subjects.

## 7.1. Tabular overview of subjects in the study program

The study program "Cultural Heritage and Cultural Tourism Management" has no specific modules.

**STUDY PROGRAM:** Cultural Heritage and Cultural Tourism Management

Subject name	Winter semester		Summer semester		ECTS
	L	E	L	E	
Methodology of Scientific Research Paper	2	0			4
Cultural Heritage and Cultural Tourism	2	2			7
Marketing in Cultural Tourism	2	2			7
Information Technologies and Systems in Cultural Tourism	2	2			7
Elective subject	2	2			5
Financial Management in Cultural Tourism			2	2	5
Entrepreneurship in Cultural Tourism			2	2	5
Elective subject			2	2	5
FINAL MASTER PAPER					15
<b>TOTAL:</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>60</b>

**Elective subjects in the study program: "Cultural Heritage and Cultural Tourism Management" are:**

1. Management of Events in Cultural Tourism
2. Management of Destinations in Cultural Tourism
3. Project Management in Cultural Tourism
4. Quality Management in Cultural Tourism
5. Natural and Cultural Resources in Tourism
6. Management of Intangible Cultural Heritage
7. Preservation and Branding of Traditional Culture
8. Intercultural Communication
9. English Language and Communication in Cultural Tourism

A list of compulsory and elective subjects is attached (Table 7.1).

## 7.2. Matrix of the learning outcomes

Program learning outcomes Subject learning outcomes		PROFESSIONAL COMPETENCIES			GENERAL COMPETENCIES		
		Group competencies			Instrumental	Interpersonal	System
		knowledge	skill	attitudes			
<b>COMPULSORY</b>	Methodology of Scientific Research Paper						
	Cultural Heritage and Cultural Tourism						
	Marketing in Cultural Tourism						
	Information Technologies and Systems in Cultural Tourism						
	Financial Management in Cultural Tourism						
	Entrepreneurship in Cultural Tourism						

<b>ELECTIVE</b>	Management of Events in Cultural Tourism						
	Management of Destinations in Cultural Tourism						
	Project Management in Cultural Tourism						
	Quality Management in Cultural Tourism						
	Natural and Cultural Resources in Tourism						
	Management of Intangible Cultural Heritage						
	Preservation and Branding of Traditional Culture						
	Intercultural Communication						
	English Language and Communication in Cultural Tourism						

### **7.3. Descriptions, i.e. specifications of subjects (the book of subjects)**

Each responsible professor is obliged, in accordance with the adopted form, to prepare a detailed plan and content of the subject, based on the decision of the Department, immediately before the beginning of classes in the semester, in accordance with the Decision on Approval of the Academic Calendar of the Senate of the University of Banja Luka.

At the Faculty of Economics, University of Banja Luka, minimum content of the book of subjects is as follows:

- Information about the responsible professor and assistants, the schedule of compulsory consultations and dates of classes and exercises;
- Syllabus of the subject with a description of the teaching units and dates of classes, exercises and colloquiums;
- List of test questions;
- List of required and supplementary literature.

## **8. METHOD AND TIME REQUIRED FOR THE REALIZATION OF THE STUDY**

The second cycle study is organized as a full-time and part-time study. The study consists of classes of lectures and exercises, during 15 weeks in the winter and summer semester. The schedule of these teaching activities is defined by the academic calendar for the current academic year, which is adopted by the Senate of the University of Banja Luka.

### **8.1. Way of conducting the studies - traditional**

Studies according to the adopted program of study are conducted in the traditional (classical) way. Traditional way of conducting the studies represents organizing studies in the seat of the higher-academic institution and is conducted through direct contact between professors and students in the form of lectures, as well as through direct contact between assistants and students in the form of practical exercises.

During the academic year classes are organized in two semesters. One semester of study is valued with 30 ECTS points. All subjects are one-semester. The curriculum contains a maximum of five subjects per semester, i.e. at least four subjects, including the compulsory final (master) paper.

Forms of teaching at the Faculty of Economics, University of Banja Luka are standardized. The total student engagement consists of:

- direct teaching;
- independent work of the student.

## 8.2. Direct teaching

Direct teaching is accomplished through the continuous contact of students with professors and assistants, in accordance with the teaching calendar and semester schedule of pre-exam and exam obligations as a main part of the established annual work program, which the Faculty of Economics, University of Banja Luka adopts for each academic year. The scope of direct teaching is 20 classes per week. In the second cycle studies, a minimum of 50% of direct teaching should include lectures, and the remaining part should include exercises and other forms of direct teaching.

The direct teaching is accomplished in the form of:

- lectures,
- exercises,
- consultations.

Professional practice, study research paper and final paper in the second cycle studies are not included in the scope of direct teaching, but they are entered into the curriculum and are allocated ECTS points.

**Lectures** are a form of direct teaching where professor presents teaching contents of study subjects to a group of students. Key contents planned by the study subject that should be complemented by studying literature are presented within the lectures. Lectures are generally performed using "ex cathedra" method in one of the following ways:

- presentation of teaching contents only through oral presentation of the professor;
- presentation of teaching contents from electronic records with the help of computers, video projectors, smart boards, as well as the supporting oral presentation of the professor;
- presentation of teaching contents from electronic records with the help of server computers and computer network as well as the supporting oral presentation of the professor.

While presenting contents a professor uses other educational tools, such as photos, drawings, models, samples, magazines, catalogs, standards, tables and the like.

Regardless of the way of presentation, before the beginning of classes students are provided with auxiliary teaching materials in written or electronic form, which are organized by teaching units, i.e. short excerpts from lectures of teaching units prepared in an appropriate form, which are known as handouts in the computer presentation. The reason for this is to ensure quality following of lectures using "ex cathedra" method which significantly reduces the volume of students' notes during lectures, thus providing a stronger concentration of students during professor's presentation.

The quality of auxiliary teaching materials is ensured in a way that teaching units presented in the form of short written materials intended for teaching are necessarily subject to review by the professor.

Auxiliary materials of this kind by programming teaching units are available to students either as samples for copying provided by teaching assistants or in the form of handouts placed on the website of the Faculty of Economics, University of Banja Luka, which can be downloaded from the website of the particular study subjects.

The professor encourages students to actively participate in lectures by asking questions, analyzing and discussing presented contents, and the like. As a special form of teaching, the professor has the right and possibility to organize guest lectures of experts from the real sector, managers of successful companies,

banks, and other colleagues from other departments of the Faculty Economics, University of Banja Luka, recognized experts in the particular narrow scientific fields.

Lectures are conducted in the amphitheater or classrooms.

The contents of lectures of each study subject can be found in the curriculum of the subject that professor prepare in accordance with the defined subject contents.

*Exercises* are a form of active teaching, which includes practicing of topics presented in lectures. They are held in classrooms for smaller number of students. The work of students in exercises is naturally connected with the forms of independent work, such as the development of theoretical and practical seminar papers, assignments for independent work and other pre-exam obligations.

The goal of the exercises is to:

- clarify the topics from lectures;
- illustrate the variety of possible solutions and encourage the development of creative thinking of students;
- illustrate and supplement subject contents with practical experience;
- take into account the particularity of each study subject.

Analyzes, explanations and discussions of the given task, requiring the active participation of all students are conducted during exercises. Practical examples within topics presented during lectures are shown. Exercises are conducted together with all the students in small groups. Content of exercises of each study subject is included in the curriculum of the subject that professors prepare in accordance with its defined content.

Exercises are held in amphitheater, classrooms and computer rooms, and they have mostly the demonstration and active-practical character.

*Auditory exercises* are intended to further deepen and more closely clarify previously presented contents in lectures on specific examples. They are mainly conducted using the "*ex cathedra*" method and are held in classrooms with smaller number of students. Special emphasis is placed on the active participation of students during the exercises.

*Calculating exercises* are intended for joint solving examples as well as computational and numerical problems and are applied in study subjects that involve solving of computational tasks.

*Computer exercises* are intended for solving examples in the field of business informatics, accounting or examples whose solution requires the use of computers. Computer exercises are normally held as practical exercises on computers where the number of students should match the number of available computer resources (workstations), where previously presented contents in lectures are practically exercised and more closely clarified on specific examples.

Auxiliary materials for the realization of exercises are available to students prior to the classes, either as samples for copying provided by teaching assistants or in the form of electronic records placed on the website of the Faculty, which can be downloaded from the websites of the particular study subjects. Application of this kind of organization ensures active participation of students in the practical teaching and practical mastering of contents of the study subject.

*Practical exercises* are intended for the acquisition of practical knowledge of students through the implementation of practical thematic tasks in the real business and manufacturing environment. This type of teaching is implemented using the "*case study*" method and it includes the preparation of practical seminar papers of students on specific tasks in the so-called pilot enterprise, as a training ground for exercises. Pilot-enterprise is a specific business and manufacturing system (it can be a factory, small or medium enterprise, institution or some other form of organization) which can generate necessary

practical data for the realization of a practical seminar paper. During exercises tasks are defined and teams for their realization in a specific pilot enterprise are formed. The exercises are conducted in small groups in specialized classrooms allowing students to be familiarized with a variety of practical examples from the contents of the study subject.

*Linguistic exercises* represent a form of teaching in which students are further practically introduced with structural elements of the advanced business foreign language. As a rule, they are held with a smaller number of students who practice on concrete examples all relevant elements of the business foreign language, such as pronunciation, grammar and spelling, with special emphasis on the business foreign language adapted to the IT sector. Auxiliary materials for the realization of exercises are available to students prior to the classes, either as samples for copying provided by teaching assistants or in the form of audio recordings intended for the realization of classes, placed on the website of the Faculty, which can be downloaded from the websites of the particular study subjects. The primary goal that is achieved by using this form of work is ensuring active participation of students during the classes.

**Consultations** are a form of active teaching where the professor and assistant hold consultations with students each working week. This form of active teaching serves as a detailed clarification of topics presented and elaborated in lectures and exercises, as well as other forms of teaching. Analysis of results achieved by students in the pre-exam obligations and in the exam is conducted during consultations. Consultations are individual or group (with small groups of students, generally with a team that is working on a common task). The primary objective of the consultations is to assist students in independent and group work and mastery of the content of each study subject and exam preparation. Special consideration is given to topics that interest students in terms of deepening their knowledge of the considered study subjects and that represent upgrading of topics addressed in lectures and exercises, as well as further professional orientation of students. In a word, consultations should result in improved quality of teaching and achievement of objectives and learning outcomes in each study subject, or the whole study program.

The professor and assistant are required to provide at least two dates for consultations per week lasting two hours each. Dates of consultations should be posted on the door of the office and on the website of the Faculty, along with e-mail address of the professor and assistant, which practically provides the possibility of permanent online contact between the teaching staff and students.

### **8.3. Independent work of a student**

The independent work consists of learning and teaching content analysis performed by the student in order to adopt the contents of the lectures and exercises. The students learn independently and prepare themselves for all forms of active teaching. Professor and assistant follow and through consultations support the independent work of the student. Independent work of the student can be individual or group.

#### **Research project – pre-exam paper**

Every student is expected to participate in the development of a research project in the form of a written pre-exam paper. The project will be developed in the course of the semester with mentor's assistance of the subject professor. The goal of the paper is to help students develop research skills, as well as the ability of independent research, problem analysis and the ability to propose practical solutions. The research on the project should be wide and comprehensive, should include a variety of relevant sources of information that may be useful in the analysis of topics. In their research students are encouraged to step out of the framework of the materials defined by the syllabus of the course, to demonstrate originality, flexibility and innovativeness in the work, but that the proposed topics are in line with the main goal of the course.

At the Faculty of Economics, University of Banja Luka, each student will propose electronically a title of the paper to the professor with whom they will take the exam. When the topic is approved, the student begins with writing the paper, and the final version is submitted electronically no later than ten days before the examination period in which the student will take the exam. The pre-exam paper must meet the minimum criteria of scientific research paper, prescribed by the Instructions for the preparation of scientific papers (available at [http://www.ef.unibl.org/dokumenti/82Uputstvo\\_za\\_izradu\\_strucnih\\_i\\_naucnih\\_radova.pdf](http://www.ef.unibl.org/dokumenti/82Uputstvo_za_izradu_strucnih_i_naucnih_radova.pdf)). Student Services will notify students about the professor with whom they will take the exam. Students will be evenly distributed according to the index numbers in a way that one responsible professor will examine students with even, and the other with odd index numbers.

A prerequisite for taking the final oral exam is pre-exam paper approved by the responsible professor.

The pre-exam paper must have a clearly defined problem and the subject of research, the goal of the research, defined hypotheses, dependent and independent variables, described applied research methodology, expected results of the research, literature review, in the case of empirical research it also needs to have described method, sample and research results with discussion, concise conclusion in which the set hypotheses are confirmed or rejected, as well as technically processed text according to the Instructions. The paper should contain a maximum of 10,000 words, Times New Roman, justified, font 12, spacing 1.5, including abstract, introduction, tables, figures, list of literature and annex with data from empirical research if such research is an integral part of the paper.

### **The final (master's) paper**

The purpose of writing the final paper is for the student to show the ability of independent approach in the processing of problems in the field of specific, common and general contents of the profession for which the student has been trained during the studies, using the literature, theoretical or empirical research, social practice and basics of the methodology of the subject discipline. The final paper is prepared in accordance with the Rules of Study in the first and second cycle studies at the University of Banja Luka.

Pursuant to Article 52, paragraph 2 of the Law on Higher Education of the Republic of Srpska ("Official Gazette of the Republic of Srpska", No. 73/10), and Article 35 of the Rules of Study in the first and second cycle studies at the University of Banja Luka, the Scientific-Educational Council of the Faculty of Economics on the Third session held on 21 December 2010 adopted an amendment to the Instructions for the preparation of scientific papers.

### **Registration, preparation and defense of the final paper within the second cycle of Bologna studies at the Faculty of Economics, University of Banja Luka**

The final – master's paper is the independent paper in which the students address selected topic by using the methodology of social science as well as methods, techniques, procedures and instruments of scientific research. Besides that, the students prove that they have mastered the curriculum of study, acquired the necessary knowledge and became trained for its application. In the final paper the students should demonstrate their ability to integrate knowledge and formulate opinions with limited information and that they can convey their conclusions, knowledge and arguments to the professional and scientific community.

The results presented in the final – master's paper should represent a contribution to:

- systematization of scientific or professional tasks and existing solutions to a particular area;
- addressing the current scientific or professional task that is set as the goal of the paper;
- application of existing scientific or professional achievements in solving a complex professional task.

Preparation of the final – master's paper (hereinafter referred to as the master's paper) consists of:

- preparation of registration of the master's paper topic,
- preparation of the master's paper,
- defense of the master's paper.

### **Preparation of registration of the master's paper topic**

#### **Proposal of the master's paper**

The candidate writes the registration of the master's paper on five to ten pages, which should include:

- introduction (research problem; research subject; research goals with mandatory stating scientific and social goals; research hypotheses - the main and auxiliary hypotheses);
- theoretical basis of the research;
- research methods;
- expected professional and scientific results of the research;
- time plan of the research;
- brief explanation of the preliminary content of the paper by parts and wholes;
- initial list of literature;
- short biography of the candidate.

#### **Procedure of the registration and defense of the final paper**

- after attended lectures planned by the curriculum and passed exams, i.e. if a candidate has only one exam that he/she has not passed yet, the candidate gains the right to register the topic of the master's paper.
- the candidate proposes a mentor who has the election to the title in the narrow scientific field from which the registered topic is.
- application for approval of the topic is submitted to the Scientific-Educational Council in triplicate (+electronic form) through the protocol.
- application must be signed by the candidate, mentor and officer for post-graduate courses.
- the parent department of the candidate considers the application, gives suggestions on the application and issues a proposal for the appointment of a mentor and proposes a Committee for evaluation and defense of the final paper.
- Commission for postgraduate studies and doctorates considers the application of the topic and it gives consent to the application and proposal of the mentor and the Committee for evaluation and defense of the final paper.
- The Scientific-Educational Council approves the topic, appoints the mentor and the Committee for evaluation and defense of the master's paper.

### **Preparation of the master's paper**

#### **The structure of the final paper**

- the first chapter contains an introductory discussion (research problem; research subject; research goals with mandatory stating scientific and social goals; research hypotheses - the main and auxiliary hypotheses);
- the second chapter contains a theoretical basis of the paper.
- central chapter (one or more) contains aspects of processing of the problem, data collection and analysis with the application of appropriate scientific methods.
- presentation of research results and their interpretation.
- discussion (comparison of confirmed hypotheses with other relevant research).
- scientific and professional research results.
- conclusions and recommendations for further research.
- the list of used literature.

## **Scope of work**

The master's paper should not exceed 60 to 80 pages of text or 20,000-25,000 words, not including literature and appendices.

Technical processing of the master's paper should be in accordance with the Instructions for the preparation of scientific papers of the Faculty of Economics, University of Banja Luka.

## **Defense of the master's paper**

### **Procedure of registration for evaluation and defense of the master's paper**

Completed master's paper can be submitted only after the student has passed all the exams and completed all other obligations of the master's studies.

The candidate submits request for evaluation and defense of the master's paper to the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka through the protocol and Student Services with four copies of the completed master's paper (soft cover).

The request from the preceding paragraph shall include registration, approval of the mentor that the paper meets the criteria stated in the explanation of the topic, and a report from the official records of examinations and ESTS points of the candidate.

Scientific-Educational Council of the Faculty of Economics, University of Banja Luka appoints three members of Committee of whom at least one member of Committee is from another University.

Committee for evaluation and defense of the master's paper is obliged to prepare and submit the report on the master's paper within 30 days of receipt of the request.

A report on the evaluation of the master's paper contains the following elements: information about the Committee, information about the candidate, title of the master's thesis, review of the master's thesis, evaluation of the characteristics of the paper, valuation of certain parts of the master's thesis, the final grade of the master's thesis and Committee's proposal.

The parent department and the Commission for postgraduate studies and doctorates consider and adopt the report of the Committee on the master's paper and submit the report for adoption to the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka.

The Scientific-Educational Council of the Faculty of Economics, University of Banja Luka adopts the final decision on the adoption of the report of the Commission, i.e. on acceptance of the final paper and the decision on scheduling the date for the defense.

If the Commission for postgraduate studies and doctorates or the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka do not accept the final paper, the candidate can make a correction in accordance with the objections or submit a new registration of the topic of the final paper within 30 days of receipt of the decision on refusal.

The decision on adoption of the report and the date of the defense is delivered to the student and posted on the notice board, i.e. website of the Faculty of Economics, University of Banja Luka.

The candidate submits to the Student Services seven copies of the technically completed paper (hard cover + electronic form) through the protocol.

Public defense will be scheduled and announced at least seven days before the scheduled date of the defense of the final paper on the website of the Faculty.

Presentation and oral defense of the master's paper is conducted according to the following protocol:

- Committee opens the procedure of the defense;
- Candidate presents the main goals and results of the research (up to 30 minutes);

- Committee gives its comments and asks questions (10-15 minutes), followed by a break of 15 minutes;
- Candidate answers the questions (10-15 minutes);
- Committee withdraws for the consultations;
- Secretary of the Committee keeps minutes, which is an integral part of the decision;
- Minutes and the decision are signed by the Committee members and the Secretary;
- President of the Committee announces the final decision.

#### 8.4. Grading students

Examination and grading students are harmonized with the learning outcomes and designed with a goal to determine whether the learning outcomes have been achieved or not. The successfulness of students in mastering every subject in the study program is expressed with points in accordance with the Decision on the method of monitoring and valorization of students' knowledge, which is adopted by the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka immediately before the beginning of each academic year and continuously monitored during the classes in the semester.

The professor grades students on the basis of expressed knowledge, stated facts and their understanding of the subject contents, acquired skills and shown capability to apply them in the real situations. Professor's requirements are based on the accessibility of all resources necessary for mastering the established curriculum (Codes of Teaching Ethics, Article 7).

Decision on the method of monitoring and valorization of students' knowledge must comply with the guidelines and general provisions of the Rules of Study in the first and second cycle studies at the University of Banja Luka.

By fulfilling pre-exam obligations and taking exams the student can earn a maximum of one hundred points. In the formation of the final grade of the student's performance in mastering the subject, pre-exam obligations participate with a maximum of 50 points, while the exam also participates with a maximum of 50 points.

Evaluation of the pre-exam obligations at the Faculty of Economics, University of Banja Luka is carried out as follows:

- attendance to all forms of classes, 2 points,
- compulsory pre-exam paper, from 0 to 48 points.

The final exam is taken orally, except subjects which due to the nature of teaching unit require combined, written and oral assessment of knowledge in the final exam.

The final exam is taken in public, in the presence of at least one student and assistant. It is not allowed to take the final exam behind closed doors with a single candidate.

If the final exam is registered by a close relative of the responsible professor (son, daughter, spouse, brother's or sister's child, first cousin), the Dean forms a three-member committee, in which the responsible professor can only be a member of the committee, and schedules the date of the examination before the exam committee.

The total number of acquired points is converted into **the final grade** that demonstrates the success in mastering the subject and can vary from **5 (failed)** to **10 (excellent - outstanding)**. The way of converting the total number of points, which is made of the sum of points achieved in the pre-exam obligations and in the exam, into the final grade, is shown in the following scale (table) of grading.

**Table 8.1.** Distribution of points and final grades

<b>NUMBER OF POINTS</b>	<b>DESCRIPTIVE GRADE</b>	<b>GRADE</b>
0-50	not passed	five (5)
51-60	sufficient	six (6)
61-70	good	seven (7)
71-80	very good	eight (8)
81-90	excellent	nine (9)
91-100	excellent - outstanding	ten (10)

After the exam the responsible professors announce the exam results on the website of the Faculty. Within 24 hours of the completion of the exam the professor or assistant are required to submit to the Student Services the record of the held exam with all exam registrations signed, including the registrations in which the mark five (5) is registered. As a proof of completed handover, Student Services issues a completed form on the handover of records and exam registrations, which are then signed by the subject professor and Student Services clerk.

After the end of the academic year and the completion of fall exam terms, the subject professor announces a ranking list of all students who have earned a required minimum of 51 points in total obligations and passed the final exam. Awarding of ECTS points and grades will be made on the basis of that list, according to the percentage of success, using the following criteria:

**Table 8.2.** Ranking list of students who have passed the final exam

<b>ORDER</b>	<b>GRADE</b>
THE TOP 1% -10%	A
FOLLOWING 11% -35%	B
FOLLOWING 36% -65%	C
FOLLOWING 66% -90%	D
FOLLOWING 91% -100%	E

Students who have achieved 35 to 50 points on the basis of total obligations receive a grade FX (additional work for the successful completion of the exam is needed), and those who have achieved less than 35 points receive a grade F (much more work for the completion of the exam is needed).

## **9. POINT VALUE OF THE SUBJECT IN ACCORDANCE WITH EUROPEAN CREDIT TRANSFER AND ACCUMULATION SYSTEM – ECTS**

Awarding of points is based on the difficulty of the subject in terms of workload that students will have to invest in order to achieve the intended learning outcomes in a formal form. The total number of points awarded to a qualification is allocated to individual subjects in proportion to their share in the total workload required to achieve the intended learning outcomes.

Points are awarded for the total time required to achieve the intended learning outcomes, and it consists of:

- the number of classes of direct teaching,
- the time required to prepare for teaching and preparation of teaching tasks (preparing and arranging materials from classes, exercises or practices; writing essays, developing projects and seminar papers; collecting and studying of additional materials; practical work out of classes planned in the curriculum, etc.),
- exam preparation and exam taking.

Principle of annual student workload of 60 ECTS points within a 40-hour working week is a legal provision [Article 38] in the Republic of Srpska and it coincides with the European regulations in this

area. Starting from the academic calendar of the University of Banja Luka (annual load is reduced to an academic year of study), it can be assumed that during the academic year, students have 45 working weeks (15 weeks per semester and 15 for the preparation and exams) and a load of 40 hours per week. In this case we get a total of **1800 working hours of student's work during one academic year**. Considering the fact that one school year bears **60 points**, it means that **one-point equals approximately 30 working hours**.

In this way we can set a proportion:

$$X : 60 \text{ points} = Y : 1800 \text{ hours}$$

Admission for 1 point:

$$Y = 1800 \text{ hours per academic year} \times 1 \text{ point} / 60 \text{ points per year} = 30 \text{ working hours.}$$

Thus, the subject which bears 5 ECTS points involves 150 working hours, together with the classes. Let us assume that the number of classes in this subject is  $2L + 2E = 4$  hours. That would in 15 weeks, as long as classes per semester last, take a student 60 hours. The student would have 90 hours or a little over two weeks at his/her disposal for independent work and exam preparation. This includes the time the student spent to work on this subject during the period of classes. If the average student can master such a subject for 90 hours of work (including learning during classes), then the number of points is well allocated.

**Table 9.1.** Example for calculating ECTS points

2 hours of lectures	x 15 teaching weeks	= 30 working hours	
2 hours of exercises	x 15 teaching weeks	= 30 working hours	
	<i>Total number of hours per semester</i>		= 60 working hours
2 hours of learning for lectures	x 15 teaching weeks	= 30 working hours	
4 (or 2 x 2) hours of preparation for exercises and learning	x 15 teaching weeks	= 60 working hours	
	<i>Total time of mastering the subject contents</i>		= 90 working hours
	<i>Total load</i>		= 150 working hours

Example:

$$X : 60 \text{ points} = Y : 1800 \text{ hours}$$

$$X : 60 \text{ points} = 150 \text{ hours} : 1800 \text{ hours}$$

$$X = 60 \cdot 150 / 1800 = 5 \text{ points}$$

During the teaching the allocated number of ECTS points is adapted to the actual workload per subject. This is done within the internal procedures for quality assurance. Whichever method is used, the opinions of students and teaching staff are taken into account. Information on the progress and passing rate, and exam results are also important indicators. In the case of a large discrepancy between the estimated and actual workload the revision of ECTS points, learning outcomes or techniques in teaching and learning is performed.

Subjects classified by the point values are presented in Table 9.1. attached herein.

## 10. ESTIMATED NUMBER OF CLASSES FOR SPECIFIC SUBJECTS

**Study program:** Cultural Heritage and Cultural Tourism Management

**Level of the study:** Second cycle (Master's)

Semester	Subject	Status	Module	L	E	OFT	ECTS	
1	1 Methodology of Scientific Research Paper	C		2	0	0	4	
	2 Cultural Heritage and Cultural Tourism	C		2	2	0	7	
	3 Marketing in Cultural Tourism	C		2	2	0	7	
	4 Information Technologies and Systems in Cultural Tourism	C		2	2	0	7	
	5	Management of Events in Cultural Tourism	E		2	2	0	5
		Management of Destinations in Cultural Tourism	E		2	2	0	5
		Project Management in Cultural Tourism	E		2	2	0	5
		Quality Management in Cultural Tourism	E		2	2	0	5
		Natural and Cultural Resources in Tourism	E		2	2	0	5
		Management of Intangible Cultural Heritage	E		2	2	0	5
		Preservation and Branding of Traditional Culture	E		2	2	0	5
		Intercultural Communication	E		2	2	0	5
	English Language and Communication in Cultural Tourism	E		2	2	0	5	
					<b>10</b>	<b>8</b>	<b>0</b>	<b>30</b>

Semester	Subject	Status	Module	L	E	OFT	ECTS	
2	1 Financial Management in Cultural Tourism	C		2	2	0	5	
	2 Entrepreneurship in Cultural Tourism	C		2	2	0	5	
	3	Management of Events in Cultural Tourism	E		2	2	0	5
		Management of Destinations in Cultural Tourism	E		2	2	0	5
		Project Management in Cultural Tourism	E		2	2	0	5
		Quality Management in Cultural Tourism	E		2	2	0	5
		Natural and Cultural Resources in Tourism	E		2	2	0	5
		Management of Intangible Cultural Heritage	E		2	2	0	5
		Preservation and Branding of Traditional Culture	E		2	2	0	5
		Intercultural Communication	E		2	2	0	5
	English Language and Communication in Cultural Tourism	E		2	2	0	5	
	4 Final Master's Paper	C					15	
					<b>6</b>	<b>6</b>	<b>0</b>	<b>30</b>

L: Lectures

E: Exercises (auditory)

OFT: Other Forms of Teaching (laboratory exercises, seminars, study research work, etc.).

## 11. CRITERIA AND CONDITIONS FOR TRANSFER OF ECTS POINTS

Conditions for transfer of ECTS points from one study program to another within the University of Banja Luka as well as between the University of Banja Luka and other universities are defined by the Rules of Study in the first and second cycle studies at the University of Banja Luka, Article 39.

## 12. PROOF OF CONFORMITY

The study program "Cultural Heritage and Cultural Tourism Management" is in its essence aligned with other accredited study programs of academic graduate (master's) studies of foreign higher education institutions within the European educational space. Study programs of the academic graduate (master's)

studies that best suit the proposed structure of subjects at the study program "Cultural Heritage and Cultural Tourism Management" are realized at the following institutions:

- University of Primorska, Faculty of Tourism Studies, <http://en.turistica.si/study-at-turistica/postgraduate-studies/>
- University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management, <https://www.pmf.uns.ac.rs/studije/studijski-programi/>
- University of Montenegro, Faculty of Tourism and Hotel Management Kotor, <http://www.ucg.ac.me/studprog/22/60/0/0-turizam-magistarske>
- University of Rijeka, Faculty of Tourism and Hospitality Management, <https://www.fthm.uniri.hr/index.php/mtu-o-studiju>

### **13. PREREQUISITES FOR THE ENROLLMENT IN CERTAIN SUBJECTS**

Information on the prerequisites for the enrollment in certain subjects or group of subjects can be found in Appendix 7.2, i.e. in the syllabi for the subjects.

### **14. WAY OF SELECTION OF SUBJECTS FROM OTHER STUDY PROGRAMS**

There is no overlapping of subjects between study programs. One subject that is on the list of elective subjects in both study programs will be selected among other subjects by the survey. Criteria and method of selection of elective subjects are described in detail in Chapter 7 of this Study: The list of compulsory and elective subjects.

### **15. CRITERIA AND QUALITY ASSURANCE**

From 2008, regular annual evaluation of the teaching process by interviewing students is performed at the University of Banja Luka. Among other things, the evaluation contains many indicators of the quality of the study program. Besides that, the analyses of the passing rate and success for each subject are performed, and the progress of students during their studies is monitored. Drafting of the quality strategy that will work out other forms of evaluation as well as of the procedures for eliminating gaps and improving the quality of study programs is currently ongoing. Faculty of Economics, University of Banja Luka adopted the self-evaluation report in 2017, as well as the EFQM Self-evaluation Report 2012, as part of the CUBRICK TEMPUS project. At the beginning of the calendar year the Scientific-Educational Council adopts the report on the work in the previous year and plan for the coming year. In order to constantly improve the quality system, the Committee for Quality Assurance of the Faculty of Economics, University of Banja Luka and the Office for International Cooperation have been established.

The Faculty of Economics, University of Banja Luka, periodically, in cooperation with the Office for Quality Assurance of the University of Banja Luka and the Students' Union of the Faculty of Economics, University of Banja Luka, conducts evaluation of the teaching process and teaching staff, and conducts various surveys of students and staff, including the surveys through the website of the Faculty of Economics, University of Banja Luka.

The University of Banja Luka has adopted a number of documents aimed at ensuring and improving the quality. Those are:

1. Development Strategy of the University of Banja Luka for the period 2017-2025 ([http://unibl.org/uploads/files/strane/zakoni\\_i\\_interni\\_propisi/Strategija\\_UNIBL\\_2017-2025.pdf](http://unibl.org/uploads/files/strane/zakoni_i_interni_propisi/Strategija_UNIBL_2017-2025.pdf));
2. Rulebook on the content, appearance and digital repository of master/magister theses at the University of Banja Luka ([http://unibl.org/uploads/files/strane/pravilnici/2017/Pravilnik-digitalni-repozitorij\\_um.pdf](http://unibl.org/uploads/files/strane/pravilnici/2017/Pravilnik-digitalni-repozitorij_um.pdf));
3. Rulebook on the procedure for verifying the originality of final papers of students in the second and third cycle studies at the University of Banja Luka (<http://unibl.org/uploads/files/strane/pravilnici/2017/Pravilnik-originalnost-radova.pdf>);
4. Rulebook on student surveys on the quality of the teaching process (<http://unibl.org/uploads/files/strane/pravilnici/2017/Pravilnik-originalnost-radova.pdf>).

**Ensuring the quality of the study program is carried out within:**

1. the process of data analysis of attractiveness of existing study programs;
2. the process of revision of existing study programs;
3. the process of development of new study programs;
4. the process of introduction of a new subject;
5. the process of analysis of the successfulness of the completion of studies;
6. the process of data analysis of employment after graduation;
7. the process of surveys of graduates;
8. the process of surveys of employers, professional bodies and associations.

**Ensuring and improving the quality of teaching process is achieved through:**

- defining the rules and criteria for grading of students;
- procedure upon the student's grade appeal;
- analysis of exam performance;
- data analysis of the number of students who enrolled in the next academic year;
- data analysis of the number of students and professors;
- students' evaluations of classes and professors;
- self-evaluation of professors;
- defining the structure of the course, learning outcomes, student workload, content and plan of classes per weeks, method of education, students' obligations and ways to verify the acquired knowledge and skills – compliance with the qualification framework.

**Ensuring quality resources to support students is conducted through:**

1. procedure of continuous improvement and increase of resources to support the study;
2. evaluation of the work of Student Services;
3. procurement of mandatory literature in all subjects in which the classes are held;
4. subscription to the scientific basis with the full text in the area of economics and study programs;
5. subscription to reference scientific journals.

**Procedures of analysis of the performance of the quality assurance system are implemented through:**

- the procedure of making SWOT analysis;
- internal evaluation of the quality assurance system.

**Ensuring the quality of scientific research activities of the teaching staff is carried out through:**

- the strategy of scientific research;
- creating a positive environment for research and enhancing the scientific profile of the institution;

- cooperation with other institutions and industry in order to promote scientific research and educational activities;
- valuating the quality of the scientific and research activity.

## **16. CONDITIONS FOR TRANSFER FROM OTHER STUDY PROGRAMS**

According to the Rules of Study in the first and second cycle studies at the University of Banja Luka (Article 39), the conditions for transfer from one study program to another are determined by the Senate of the University, on the proposal of the Council of the Faculty/Academy.

More precise conditions for transfer from other study programs within the same or related studies will be defined in the Rulebook on the Harmonization of Curricula that will be adopted by the Scientific-Educational Council of the Faculty of Economics, University of Banja Luka, before the start of the academic year.

## **17. STUDENTS' OBLIGATIONS AND DYNAMICS OF STUDYING**

Students' obligations and dynamics of studying are defined by the Law on Higher Education, the Statute and the Rules of Study of the University of Banja Luka.



## 18. APPENDIX 7.3. CONTENTS OF THE CURRICULUM OF THE SECOND CYCLE STUDIES – SYLLABI

**STUDY PROGRAM:** Cultural Heritage and Cultural Tourism Management

Subject name	Winter semester		Summer semester		ECTS
	L	E	L	E	
Methodology of Scientific Research Paper	2	0			4
Cultural Heritage and Cultural Tourism	2	2			7
Marketing in Cultural Tourism	2	2			7
Information Technologies and Systems in Cultural Tourism	2	2			7
Elective subject	2	2			5
Financial Management in Cultural Tourism			2	2	5
Entrepreneurship in Cultural Tourism			2	2	5
Elective subject			2	2	5
FINAL MASTER'S PAPER					15
<b>TOTAL:</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>60</b>



**Elective subjects in the study program: "Cultural Heritage and Cultural Tourism Management" are:**

1. Management of Events in Cultural Tourism
2. Management of Destinations in Cultural Tourism
3. Project Management in Cultural Tourism
4. Quality Management in Cultural Tourism
5. Natural and Cultural Resources in Tourism
6. Management of Intangible Cultural Heritage
7. Preservation and Branding of Traditional Culture
8. Intercultural Communication
9. English Language and Communication in Cultural Tourism

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Methodology of Scientific Research Paper</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Compulsory	9th	2L+0E	
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>		
No prerequisites			
<b>Subject goals:</b>			
Acquiring knowledge and skills on methods and techniques of scientific research and their application. The subject provides basic knowledge in the field of scientific research methodology.			
<b>Learning outcomes (gained knowledge):</b>			
After completing the course, students will be able to show a systematic understanding of the methodology of scientific research and master the methods and techniques of research at the second level of studies; to show the ability to critically analyze, evaluate and synthesize new and complex ideas; to efficiently use and evaluate information resources and apply appropriate methods in solving specific research tasks and problems; to independently carry out research, write and present scientific work.			
<b>Subject contents:</b>			
Research approaches, strategies and planning. Describing the research problem. Formulating the hypothesis. Literature overview (search through publications) and process of development of the theoretical part. Measuring variables and their operationalization. Methodology of research: quantitative, qualitative and mixed (selection of research methods, population and sample determination, data collection, data processing, data analysis, hypothesis testing, conducting a discussion and presenting conclusions). Writing research paper (parts of scientific paper, types of professional and scientific papers).			
<b>Teaching methods and learning activities:</b>			
Teaching is done through lectures, exercises and study-research work. Lectures include discussions that enable interactivity. Students should use and present certain scientific and research methods through the analysis of specific research problems through the pre-exam and seminar papers. During the teaching process, the application of scientific-research methods will be presented in the leading scientific journals.			
<b>Literature:</b>			
Todorović, Z. and Todorović, I. (2015). <i>Methodology of scientific research in economics</i> . Banja Luka: University of Banja Luka, Faculty of Economics. Singh, Y. K. (2006). <i>Fundamental of Research methodology and Statistics</i> . New Delhi: New age international publishers. Ketchen, D.J. (2004). <i>Research methodology in Strategy and Management</i> . New York: Elsevier. Blaug, M. (1992). <i>The Methodology of Economics: Or How Economists Explain</i> . (2nd ed.). London: Cambridge University Press.			
<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		
<b>Special remarks for the subject:</b>			
None			
<b>Name of the professor who provided the information:</b> Zdravko Todorović, PhD, Full Professor			

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Cultural Heritage and Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Compulsory	9th	2L+2E	
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
 The goal of the subject is to complement the students' knowledge about the cultural heritage of Bosnia and Herzegovina and the Western Balkans, about its preservation and protection, to point out the importance and the presence of cultural heritage in the EU strategies and the impact it has on the development of cultural tourism. The subject deals with the current situation regarding the issue of cultural heritage, illustrated by numerous positive and negative examples, and risks and opportunities for successful revitalization. A special emphasis will be placed on European strategies and policies relating to cultural heritage. Also, possible estimates will be made for the sustainable use of cultural heritage through synergy with cultural tourism.

**Learning outcomes (gained knowledge):**  
 Students will gain knowledge about the most important cultural heritage of Bosnia and Herzegovina and the Western Balkans, the trends and concepts of cultural tourism at the global level and examples of good practice; knowledge about the current state of the tangible and intangible heritage of the Western Balkans; knowledge of the principles of conservation and revitalization of cultural heritage; knowledge of the principles of sustainable management of cultural heritage and promotion; the skill to connect EU funds and EU strategies with concrete cultural heritage.

**Subject contents:**  
 Introduction to the basic concepts of cultural heritage, the way of their preservation, restoration, revitalization, and interpretation of cultural heritage in tourism. Overview of the most important cultural heritage in Bosnia and Herzegovina and the Western Balkans. Cultural heritage as a driver of local development. Digitization of cultural heritage. Familiarization with EU strategies related to cultural heritage and cultural tourism. Management of cultural goods under the protection of UNESCO. Modern trends in cultural tourism. Experience in cultural tourism.



**Teaching methods and learning activities:**  
 Oral presentation, conversation and discussion, the text method and the method of exercising. Teaching modalities incorporate method of oral presentation; method of visual presentation; method of conversation; textual method; illustrative-demonstration methods (searching the internet and standard library documentation, by defined topics).

**Literature:**  
 Lehtimäki, M. (editor) (2008). *Cultural Heritage and Tourism, potential, impact, partnership and governance*.  
 Monitoring Group on Cultural Heritage in the Baltic Sea States and Department of Cultural Heritage under the Ministry of Culture, Lithuania.  
 Alvarez, M.D., Go, F.M. & Yüksel, A. (editors) (2016). *Heritage Tourism Destinations, Preservation, Communication and Development*, UK: CAB International.  
 European conventions and recommendations in the field of cultural heritage  
[http://www.snp.co.me/inc/my\\_documents/Evropske%20konvencije%20i%20preporuke%20u%20oblasti%20kulturnog%20nasljedja.pdf](http://www.snp.co.me/inc/my_documents/Evropske%20konvencije%20i%20preporuke%20u%20oblasti%20kulturnog%20nasljedja.pdf)  
 Group of authors, Cultural Heritage of Bosnia and Herzegovina  
<http://www.sprofondo.ba/publikacije/kultura/fajlovi/publication.pdf>  
<http://www.sprofondo.ba/publikacije/kultura/fajlovi/publication.pdf>  
 Benac A., et al. (1966). *Cultural history of Bosnia and Herzegovina*. Sarajevo: Veselin Masleša.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Ljiljana Ševo, PhD, Full Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Marketing in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Compulsory	9th	2L+2E	
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
 Adopt basic knowledge about paradigms, methods, techniques, marketing strategies and develop the ability to create flexible ways of responding to changes in business conditions. Acquiring knowledge in the field of marketing management, especially from the perspective of the basic postulates of marketing conception and the application of this concept in cultural tourism.

**Learning outcomes (gained knowledge):**  
 Upon completion of this course, students will be able to independently engage in the process of creating a marketing campaign in order to conquer the market. The acquired knowledge from marketing will help students identify different market and business phenomena and solve problems they have in marketing theory and practice in the field of cultural tourism. Students will be able to work independently and within the team, to solve problems individually, collectively and interactively, to establish a certain level of communication and to adequately present the results of their work.

**Subject contents:**  
 Marketing as a business function, basic ideas about marketing, basic characteristics of modern society, marketing management, micro and macro marketing, marketing environment, concepts within the basic marketing concept, business and market relations, market design and market mechanism, marketing mix, promotional mix, creation of promotional messages, marketing and conflict, competition, marketing strategies, new product strategies, integrated marketing communications. Formulation of marketing programs, products, prices, distribution, promotion, marketing management, basic marketing strategies, marketing in institutions in the field of culture and tourism (connectivity). Exercises on practical examples of creating a marketing plan in institutions in the field of culture and tourism (cultural tourism).


**Teaching methods and learning activities:**  
 Lectures, exercises, seminar classes that include the creation and presentation of papers, group presentations and discussions on a given topic.

**Literature:**  
 Bakić, O. (2008). *Marketing in tourism*. Belgrade: Faculty of Economics  
 Kotler, P. (2008). *Marketing Management*. Zagreb: Mate, (Belgrade: Data status)  
 Macura, P. (2009). *Marketing - micro, small and medium enterprises*, Banja Luka, Faculty of Economics, University of Banja Luka

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Perica Macura, PhD, Full Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Information Technologies and Systems in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Compulsory	9th	2L+2E	8
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
Familiarizing students with modern forms of business which are based on the intensive application of information and communication, especially Internet technologies in cultural tourism. Special attention is paid to the application of information and communication technology (ICT) by the tourist communities for the successful positioning of cultural heritage in the global market, as well as the application of ICT for the purpose of collecting data about tourists on the basis of which they acquire new knowledge and create future promotional marketing activities.

**Learning outcomes (gained knowledge):**  
Training students for the use of the most important information and communication technologies and systems in contemporary cultural tourism, as well as acquiring practical knowledge in the field of web design, social media marketing, content creation strategies and other platforms related to Internet business.

**Subject contents:**  
Concept and role of information and communication technology (ICT) in cultural tourism. Review of the development of ICT in cultural tourism. ICT for design, planning, administration and evaluation in cultural tourism. Technologies for the digitization of cultural goods. Application of the Internet in cultural tourism. Electronic commerce and the areas of electronic commerce application in cultural tourism (electronic sales of tourist goods and services, electronic shopping, e-commerce and electronic commerce models, electronic marketing, electronic reservation systems, electronic banking, electronic payment systems, electronic entertainment and recreation). Mobile business systems and application areas for mobile business. Web 2.0 technology in cultural tourism and Web 3.0. Social Web. Social media and social networks. Forms of social media (social networks, blogs, wikis, podcasts, forums, content boards, microblogs). The role of social media in cultural tourism. The impact of social networks on cultural tourism (Facebook, YouTube, Twitter, Instagram). Interactive marketing communication via the Internet. Managing marketing activities of cultural tourism through social media. Measuring the success of marketing campaigns on the Internet. Integrated information systems at the level of a cultural tourist destination, an integral destination management system (DMS). Geographic information systems. Customer Relationship Management (CRM) and Business Intelligence (BI). Business intelligence and knowledge management. Measuring and analyzing the success of the Web site. Data warehouse and methods and tools for acquiring knowledge from data. Development trends of ICT in cultural tourism.



**Teaching methods and learning activities:**  
Lectures, case studies, computer exercises.

**Literature:**  
Seungwon, S. L., Boshnakova, D., Goldblatt, J. (2017). *The 21st century meeting and event technologies: powerful tools for better planning, marketing and evaluation*. Apple Academic Press, Boca Raton.  
Stankov, U. (2012): *Web marketing in Vojvodina tourism*. University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management, Novi Sad.  
Stankić, R. (2008): *Informatics in tourism*. High Tourist School, Belgrade.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
Practical testing of knowledge on a computer will take place before taking the final exam.

**Name of the professor who provided the information:** Vesna Aleksić, PhD, Full Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Financial Management in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Compulsory	10th	2L+2E	
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**

The main goal of this subject is to explain the students and to illustrate them in selected ways more significant issues in the field of financial management and to recommend them ways of their removal (mitigation). The success of resolving dilemmas in business finance depends on the quality of financial and investment decisions and their interaction with each other, as well as the skills and knowledge of the financial manager to implement these decisions efficiently, economically and effectively. Emphasizing the specificity of financial management in organizations dealing with cultural tourism, with the goal of directing attention to the application of general and specific analyzes, techniques and methods used in business and corporate finance.

**Learning outcomes (gained knowledge):**

The student will be able to:

- explain the practical role of financial management in enterprises/organizations dealing with cultural tourism;
- use data from the financial statements, calculates the selected indicators, analyze and assess the financial status of the enterprise/organization for cultural tourism;
- explain the time dimension of money;
- compare the processes of making short-term and long-term financial decisions and explain their financial consequences (effects);
- explain the importance and role of financial markets;
- assess the interdependence of risks and returns in the process of capital budgeting;
- analyze and plan the appropriate sources of financing for investment projects;
- calculate the average cost of capital;
- design net cash flows and apply methods for evaluating the cost-effectiveness of investment projects.

**Subject contents:**

Financial function. Goals and tasks of financial management. Concept and role of the financial market, instruments and participants in the financial markets. Influence of the institutional and economic environment on the financial position of the enterprise/organization. Funding rules. Concept of time value of money. Short-term and long-term sources of financing. Short-term and long-term investment. Financial planning and control. Budgeting of money. Financial analysis. Financial management. Investment projects in the field of cultural tourism. Capital budgeting, risk and uncertainty in the field of cultural tourism. Preparation of a cash flow plan for an investment project in the field of cultural tourism. Estimation of cost-effectiveness of investment projects in the field of cultural tourism.

**Teaching methods and learning activities:**

Lectures, presentations, interactive sessions, workshops, project assignments.

**Literature:**



Besley, S., Brigham, E.F. (2015). *Principles of Finance (Poslovne finansije)*, Belgrade: Data Status.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**

None

**Name of the professor who provided the information:** Željana Jovičić, PhD, Assistant Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Entrepreneurship in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Compulsory	10th	2L +2E	
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
 The subject allows students to understand the importance of entrepreneurship and innovation in all forms of organization and society and to understand entrepreneurship as a way of behaving and acting. Students gain the opportunity to learn the basic principles of modern entrepreneurship in economic theory and practice, as well as to acquire the basic skills and competences of creative thinking, proactivity, risk acceptance, planning and looking for opportunities, teamwork and the transformation of opportunities and ideas into feasible entrepreneurial ventures. The specific goal of the subject is to build the capacity of socially engaged artists to achieve financial, ideological and aesthetic independence in relation to state funds through the development of their general business skills as well as the entrepreneurial spirit.

**Learning outcomes (gained knowledge):**  
 As one of the eight fundamental life competences defined by the EU, needed for each individual to succeed in life, the subject is designed to encourage student entrepreneurial behavior and action, from individual level to the level of complex organizational systems in all sectors with emphasis on culture as a non-commercial activity. After studying this subject, students will acquire basic knowledge about the principles, strategies and concepts of creating business ventures based on innovations whose realization is related to risks and uncertainties. Students will be trained in finding innovative solutions in modern business by applying key knowledge from the entrepreneurial economy on methods and techniques of making economic decisions using modern information and communication technologies in relation to entrepreneurial ventures.

**Subject contents:**  
 Understanding and characteristics of entrepreneurship. Personality and behavior of an entrepreneur. Development of entrepreneurial culture as a global phenomenon. Entrepreneurial process. Entrepreneurial and digital marketing in culture and the creative industry. Identifying opportunities: from idea to entrepreneurial endeavor - techniques of getting new business ideas. Organizational culture and entrepreneurial orientation. Creative industry and entrepreneurship. Entrepreneurship and innovation. Sources of innovation and commercialization of innovations. Soft innovations in creative industries: books, music and video games. Information and communication technologies and e-business in the creative industry. Financing of entrepreneurial ventures. Business planning of entrepreneurial ventures.



**Teaching methods and learning activities:**  
 Lectures, i.e. transfer of systematic knowledge from the literature on entrepreneurship and practical examples. Illustrations and exercises that involve two-way communication, and students are invited to freely express their opinions on the cases to be discussed. During the semester, two study visits to successful SMEs in the Republic of Srpska will be organized as well as guest lectures and conversations with successful entrepreneurs and managers.

**Literature:**  
 Henry, C. (2008). *Entrepreneurship in the Creative Industries: An International Perspective*. Edward Elgar Publishing.  
 Stoneman, P. (2010). *Soft Innovation. Economics, Product Aesthetics and the Creative Industries*. New York: Oxford University Press.  
 Petković, S., and Milanović, M. (2017). *Laboratory of ideas. From idea to entrepreneurial venture*. Banja Luka: University of Banja Luka, Faculty of Economics.  
 Paunović, B. (2017). *Entrepreneurship and Small Business Management*. 3rd edition. Belgrade: University of Belgrade, Faculty of Economics.  
 Deakins, D. & Freel, M. (2012). *Entrepreneurship and small firms*. Belgrade: Data status.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Saša Petković, PhD, Associate Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Management of Events in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
To familiarize students with basic characteristics and problems of planning and organizing events in cultural tourism. To present the importance of theoretical as well as new practical knowledge and skills as functions of planning, organization, employee selection, management and control in both organizational and social terms.

**Learning outcomes (gained knowledge):**  
After completing the course, students will be able to:  
- define knowledge, skills and competences from the management of events in cultural tourism (planning, organizing, guiding, controlling, protocol, security, etc.)  
- knowledge, skills and competences of events in cultural tourism

**Subject contents:**

1. Concept and design of event
2. Feasibility and compliance with legal provisions
3. Marketing
4. Financial management and planning
5. Protocol and setting the events
6. Human resources and management, operations and logistics
7. Security, crowd management and evacuation
8. Supervision, control and evaluation
9. Innovation and creativity of festival organizations
10. Special events: a framework for effective management
11. Image of the destination and cultural events
12. Cultural heritage of destinations: the role of knowledge
13. Potential of small tourist operators in the promotion of cultural tourism
14. Perspectives and development of cultural events in the region
15. Presentation of case studies from the region and the world



**Teaching methods and learning activities:**  
Lectures, papers, seminar papers, practical examples - case studies

**Literature:**  
Van Der Vagen, L., Karlos, B.R. (2010). *Event Management*. Belgrade: Mate.  
Andrejević, A., Grubor, A. (2007). *Event Management*. University Educons: Sremska Kamenica.  
Bowdin, G., Allen, J., O'Toole, W., McDonnell, L. (2012). *Events Management*. London & New York: Routledge-Taylor & Francis Group.  
Larry D. (2013). *Event Tourism and Cultural Tourism*. New York: Routledge  
Richards, G, Palmer R. (2010). *Eventful Cities: Cultural Management and Urban Revitalization*. New York: Routledge  
Pivac, T., Blešić, I., Stamenković, I., Besermenji, S., Đorđević, J., Lesjak, M. (2014). *Synergy of culture and tourism: cultural events as a part of cultural tourism in less-favored rural regions*. Case study: Vojvodina province (Serbia). 'Academica Turistica, 7(2), pp. 77-86.  
Blešić, I., Pivac, T., Stamenković, I., Besermenji, S., Marković, S. (2014). *Investigation of visitor motivation of the Exit music festival* (the Republic of Serbia). *Revista de turism*, 18, pp. 8-18.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
None

**Name of the professor who provided the information:** Branislav Mašić, PhD, Full Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Management of Destinations in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
 To familiarize students with basic characteristics and problems of managing cultural tourism at destinations. Mastering of contents of the proposed subject allows students to get acquainted with all economic indicators of the tourist destination in detail and based on this to predict, depending on the possibilities, all variants of further tourist development of the destination, as a competitive position in the tourism market in the context of cultural tourism.

**Learning outcomes (gained knowledge):**  
 After completing the course, students will be able to:  
 - define a tourist destination as the origin of tourism development,  
 - describe the basic factors and functions of cultural tourism at the tourist destination,  
 - make the SWOT analysis of the tourist destination.

**Subject contents:**

1. The tendency of the development of cultural tourism
2. Cultural tourism as a complex system
3. Notion, concepts and types of tourist destinations
4. Basic characteristics and factors of development of destinations
5. Destination as a system of tourism
6. Competitiveness and sustainability of the tourist destination
7. The fundamentals of the tourist destination management process
8. The process of strategic management of a tourist destination
9. Defining and implementing the strategy of developing a tourist destination
10. Positioning the tourist destination
11. Creating an image of and branding a tourist destination
12. Management and crisis management of a tourist destination
13. The impact of cultural tourism on tourism experience
14. Perceptive development of destinations in the context of cultural tourism
15. Presentation of case studies from the region and the world



**Teaching methods and learning activities:**  
 Lectures, papers, seminar papers, practical examples - case studies

**Literature:**  
 Popescu, J. (2011). *Management of tourist destination*. Belgrade: Singidunum.  
 Morrison, A. (2013). *Marketing and Managing Tourism Destination*. New York: Routledge.  
 Pike, S. (2015). *Destination Marketing*. Routledge.  
 Deepak C. (2010). *Sustainable Marketing of Cultural and Heritage Tourism*. New York: Routledge.  
 McCormick, R. (2011). *Marketing Cultural and Heritage Tourism*. New York: Routledge.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Branislav Mašić, PhD, Full Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Project Management in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
 The goal of studying this subject is to enable students to understand the paradigm of science on project management, to master the basic techniques of preparation, analysis, evaluation and execution of the project. Finally, students will have the opportunity to get acquainted with various sources of project funding, project risks by the implementation phases, and methodology of project execution.

**Learning outcomes (gained knowledge):**  
 Upon completion of the program, students will be able to explain the life cycle of the project, carry out market and financial analysis of the project, apply investment criteria and make investment decisions. Students will also be able to develop project feasibility studies, to apply project risk management methods by the project lifecycle phases, and to understand the advantages and disadvantages of different sources of project financing.

**Subject contents:**

1. Projects and development policy of the company
2. Theoretical development of the science on the project management
3. The concept, types and basic characteristics of the projects
4. Methodological concept of project preparation, analysis and evaluation
5. Life cycle of the project
6. Financial analysis of the project
7. Investment methods for assessing the profitability of projects
8. Social evaluation of the project
9. Financing projects



**Teaching methods and learning activities:**  
 Methodology of work with students is based on lectures and exercises. In the lectures, problems are theoretically analyzed, while concrete exercises and case studies are analyzed in the interactive classes with students.

**Literature:**  
 Vučenović, S. (2017). *Management of Investment Projects*. Banja Luka: Faculty of Economics;  
 Đuričin, D., Lončar, D. (2010). *Management by Projects*, Third Edition. Belgrade: Faculty of Economics;  
 Omazić, A.M., Baljkas, S. (2005). *Project Management*. Zagreb: Sinergija nakladništvo d.o.o. Zagreb;

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Saša Vučenović, PhD, Associate Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Quality Management in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
 Students should be familiar with the basics of the quality system, to understand the standards, to gain knowledge about the goals, organization, implementation and effects of the quality system, to demonstrate knowledge of the methods used to improve its application, to monitor and apply novelties in the quality system.

**Learning outcomes (gained knowledge):**  
 Students should understand the functioning of the quality system, develop the ability to communicate with experts from other fields, correctly analyze and interpret available information, give adequate recommendations and apply the appropriate method in order to increase the efficiency of the management system.

**Subject contents:**  
 System theory. Service systems. Quality management in tourism. Quality (understanding the quality, quality circle, quality of semi-products, product quality, service quality, software quality, determining characteristics of the quality). Measurement, testing and control. Determination of quality values. Quality management. TQM. Quality management system standards ISO 9000, ISO 14001, ISO 26000. Environmental standards. Quality system. Managing the economics of quality. Methods and techniques of the quality system. Documentation of the quality system.



**Teaching methods and learning activities:**  
 Lectures are conducted by combining ("ex cathedra"/"case") method. Theoretical teaching content is presented by "ex cathedra" method using presentations; the second part of the lecture is conducted using the "case" method of presented analyzes of characteristic cases and examples that illustrate the theoretical content. The main form of work will be the processing of cases from practice, in order for students to learn how to use acquired knowledge for practical purposes. Seminars include the preparation, presentation and defense of seminar paper with the application of methodology for the preparation of professional papers. Through the topics of seminar papers, the whole theoretical content of the subject is addressed.



**Literature:**  
 Todorović, Z. (2009). *Quality management*. Banja Luka: Faculty of Economics;  
 Klarić, S.; Pobrić, S. (2009). *Quality management - Tools and methods of improvement*. Mostar: Faculty of Mechanical Engineering  
 Oakland, J. S. (2003). *Total Quality Management-Text with Cases*, Elsevier Butterworth-Heinemann, Oxford.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Igor Todorović, PhD, Associate Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>				
	<b>Graduate academic studies – MASTER</b>				
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>			
<b>Subject name</b>	<b>Natural and Cultural Resources in Tourism</b>				
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>	
	Elective	9th or 10th	2L+2E	5	
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics				
<b>Prerequisites</b>				<b>Type of prerequisites</b>	
No prerequisites					
<b>Subject goals:</b>					
The goal is to develop the ability of students to analyze the character and values of the tourist space, basic natural, functional, economic and cultural elements that define space, and to identify functional connection and interdependence with other spatial-planning development systems, through the acquisition of knowledge.					
<b>Learning outcomes (gained knowledge):</b>					
Preparation of a student for the application of the concept, principles and criteria of sustainable development of tourism, and training for independent and team work on the development of all types of documents in the field of tourism and creation of correct policies for protection, use and management of the tourist space.					
<b>Subject contents:</b>					
The concept, definitions and typology of tourist spaces; theoretical and methodological approach to the modeling of tourist spaces; environmental and economic relation to space - sustainable development; key documents on sustainable tourism development (international conventions, charters, agendas, recommendations); legislative and institutional framework for the protection and sustainable use of resources and cultural heritage in tourism; the role of spatial planning documents in the planning of sustainable tourism; managing the tourist space - managing the tourist destination; nature as a value, resource and system in tourism; development and planning of sustainable tourism in urban, rural, border and mountainous areas; aspects of the arrangement of tourist spaces (functional, legal and aesthetic); global trends and perspectives of cultural tourism; cultural and historical heritage as a factor of tourism development, culture as a strategic tourist resource; cultural paths and spatial arrangement of touristic sites, the formation of cultural itineraries; key problems and limitations of the development of sustainable tourism.					
<b>Teaching methods and learning activities:</b>					
The course consists of lectures and seminars. Lectures include "ex cathedra" presentations and compulsory debates. Seminars are organized as analyzes of case studies, critical reviews of professional literature, presentation of independent and group papers that include a project proposal for the development of sustainable tourism of a certain space.					
<b>Literature:</b>					
Maksin, M. et al. (2009). <i>Management of Natural and Cultural Resources in Tourism</i> . Belgrade: Faculty of Tourism and Hospitality Management. Maksin M. (2012). <i>Tourism and Space</i> . Belgrade: Singidunum University. Tomka, D. et al. (2012). <i>Tourism and local development</i> . Novi Sad: Faculty of Sport and Tourism TIMS. Jović, G.S. (2010). <i>Spatial planning and tourism</i> . Niš: Faculty of Science and Mathematics. Tourism Development Strategy of the Republic of Srpska for the period 2010-2020. Literature related to specific topics will be supplemented in agreement with the subject professor.					
<b>Types of assessment and grading:</b>					
Attendance	2 points	Final exam	0-50 points		
Pre-exam activities (pre-exam paper)	0 - 48 points				
<b>Special remarks for the subject:</b>					
None					
<b>Name of the professor who provided the information:</b> Neda Živak, PhD, Assistant Professor					

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Management of Intangible Cultural Heritage</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
The goal of this subject is to familiarize students with the roles, possibilities, obligations, responsibilities and activities of experts involved in processes and projects of preservation of the intangible cultural heritage.

**Learning outcomes (gained knowledge):**  
Students will understand and accept the diverse and multidisciplinary theoretical and methodological approaches to the intangible cultural heritage, and develop the ability to critically read professional literature, and to apply acquired knowledge in creative and administrative practice, or independent research work.

**Subject contents:**  
The course content provides an insight into the traditional terminology and the current problematics of identifying the phenomenon of intangible culture and defining this specific area of cultural heritage, as well as an overview of cultural-historical, ethnological and anthropological approaches. Through selected examples, students will face ethical dilemmas, risks, problems and challenges of preserving intangible cultural heritage (ICH), strategic planning and methodological approaches, field research and identity mapping at the local level, and master the process and manner of documentation development as well as archiving procedures. Special emphasis is placed on the concepts of preservation and protection, familiarization with applicable legal frameworks and professional standards, as well as the role of various stakeholders in this process (state administration, local self-government, NGOs, individuals, academic community, cultural institutions). The content of the course is highly interdisciplinary, and various aspects of the approach to the problem of intangible cultural heritage will be emphasized by the participation of guest lecturers (max. 25% of participation in the realization of the content). Through the analysis of the selected examples, students will be introduced to the benefits and limitations offered by the 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage, as well as to the current concepts of sustainable development. Through the realization of the seminar, they will face with the requirements of choosing, creative design, documentation and inventory of elements of the ICH, as well as with the development of a plan that includes the assessment of sustainability and protection measures.

**Teaching methods and learning activities:**  
The course consists of lectures and seminars. Lectures include "ex cathedra" presentations and compulsory debates. Seminars are organized as case study analyzes, critical reviews of professional literature, presentation of independent and group papers that include identifying, documenting, presenting, reconstructing/popularizing selected elements of intangible cultural heritage.



**Literature:**  
Medar Tanja, I., Pandurević, J. and Panić Kašanski, D. (2017). *Intangible cultural heritage. Theoretical, methodological and administrative aspects*. Banja Luka: Faculty of Philology  
Žikić, B. (ed.). (2011). *Cultural identities as intangible cultural heritage*. Proceedings. Belgrade: Faculty of Philosophy.  
Hameršak, M., Pleše, I. and Vukušić, A.M. (ed.) (2011). *Heritage production: critical studies of the intangible culture*. Proceedings. Zagreb: The Institute of Ethnology and Folklore Research.  
Živković (ed), D. (2011). *Intangible cultural heritage of Serbia*. Proceedings. Belgrade: Ministry of Culture, Information and Information Society and Center for the Protection of Intangible Heritage.  
Special literature refers to specific aspects and selected elements of the intangible cultural heritage and is specified in agreement with the subject professor.

**Types of assessment and grading:**  
The work of students is evaluated during the entire teaching process and at the final exam.

Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
None

**Name of the professor who provided the information:** Jelenka Pandurević, PhD, Associate Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>Preservation and Branding of Traditional Culture</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
No prerequisites	

**Subject goals:**  
The goal of this subject is to familiarize students with the basic concepts and values of traditional culture, its social and economic potential and ways of transforming the elements of traditional culture into a tourist product.

**Learning outcomes (gained knowledge):**  
Students will develop a critical attitude towards the contents and manifestations of traditional culture in contemporary festival practice and media discourse. The development of critical sensibility is necessary in the processes and projects of branding traditional culture and its design in the form of a tourist and commercial product.

**Subject contents:**  
The course content provides an insight into the possibilities of defining and classifying traditional culture, conceptual and ideological approaches as well as the methodology of scientific research. Motivation on the reflection in the national-local and urban-rural context is offered.  
The current conception of cultural interpretation, as well as the strategy of reconstruction and revitalization is drawn out in the foreground. Special attention is paid to the culture of the festival and branding in the context of the tourist offer. The analytical approach to selected examples offers the possibility of critically considering contemporary concepts of the use of tradition. The tradition on the scene and in media discourse through the consideration of possibilities and controversy is being addressed. The content of the course is highly interdisciplinary, and various aspects of the approach to the problem of traditional culture will emphasize the participation of visiting lecturers (max. 25% of participation in the realization of the content).  
Students become familiar with notions of cultural and creative industries and participation of traditional cultural content in Arts&Crafts concepts, which addresses the issues of commercialization and transformation of traditional culture into a commercial product.



**Teaching methods and learning activities:**  
The course consists of lectures and seminars. Lectures include "ex cathedra" presentations and compulsory debates. Seminars are organized as analyzes of case studies, critical reviews of professional literature, presentation of independent and group papers that include a project proposal for branding a cultural product whose outcome is recognized in traditional culture.

**Literature:**  
Kovačević I. (2015). *History of Serbian Anthropology*. Belgrade: Department of Ethnology and Anthropology, Faculty of Philosophy, University of Belgrade.  
Popadić M. (2015). *Time passed in the time of the present. Introduction to Heritage Studies*. Belgrade: Center for Museology and Heritology, Faculty of Philosophy, University of Belgrade.  
Pavlović S. (2011). *Ethnological Basics of Tourism*, Belgrade: University of Belgrade, Faculty of Geography.  
Potkonjak S. (2014). *Terrain for beginner ethnologists*, Zagreb: Library Hed and FF press.  
Ivanović-Barišić M. (ed.) (2012). *Field research: the poetics of the encounter*. Proceedings (27), Belgrade: Ethnographic Institute SANU.  
References related to specific topics will be supplemented in agreement with the subject professor.

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
None

**Name of the professor who provided the information:** Irena Medar Tanjga, PhD, Associate Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

Subject name	Intercultural Communication			
Subject code	Status of subject	Semester	Number of classes	Number of ECTS points
IKOM	Elective	9th or 10th	2L+2E	5
Professor(s)	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

Prerequisites	Type of prerequisites
No prerequisites	

**Subject goals:**  
 The subject gives students the opportunity to adopt critical knowledge in a wide range of contemporary interdisciplinary cultural studies. It represents a platform through which the primary skills, ideas, notions and concepts in the field of intercultural learning, the meaning of intercultural postulates and the interpretation of cultural and intercultural specificities will be explored. In this way, students are trained in the context of understanding and applying theoretical approaches in the domain of the difference in coding of communication systems, levels of communication and cultural specifics that represent a barrier in the process of encryption and decryption of linguistic and cultural information packages.

**Learning outcomes (gained knowledge):**  
 By completing this module, students will acquire knowledge about the basic settings of communication theory, comparative interlinguistic patterns and intercultural communication strategies. This collegium raises awareness of theoretical, but above all practical values of intercultural learning.

**Subject contents:**

1. Introduction to general linguistic postulates
2. Consideration of comparative-contrast aspects of language
3. Introduction to cultural studies through interdisciplinary theoretical settings
4. Practical examples, problems in the process of communication at the level of culture from the prospect of various language systems
5. Studying popular culture in order to overcome obstacles in communication
6. Analysis of the text corpus as well as visual-auditory content
7. Discussion and implementation of adopted strategies



**Teaching methods and learning activities:**  
 Interactive lectures, screenings, discussions and analytical thinking.

**Literature:**  
 Fairclough, N. (1995). *Media Discourse*. Hodder Arnold.  
 Sunderland, J. (2006). *Language and Gender*. Routledge.  
 Storey, J. (1993). *An Introductory Guide to Cultural Theory and Popular Culture*. Harvester Wheatsheaf.  
 Kellner, D. (2004). *Media culture*. Belgrade: Clio.  
 Fiske, J. (2001). *Popular culture*. Belgrade: Clio.  
 Byram, M. (1997). *Teaching and Assessing Intercultural Communicative Competence*. Multilingual Matters.  
 Kramsch, C. (1993). *Context and Culture in Language Teaching*. Oxford: Oxford University.  
 Wodak, R., Meyer, M. (2001). *Methods of Critical Discourse Analysis*. London: SAGE.

Types of assessment and grading:			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Emir Muhić, PhD, Assistant Professor

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Cultural Heritage and Cultural Tourism Management</b>	

<b>Subject name</b>	<b>English Language and Communication in Cultural Tourism</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
	Elective	9th or 10th	2L+2E	5
<b>Professor(s)</b>	According to the decision of the Scientific-Educational Council of the Faculty of Economics			

<b>Prerequisites</b>	<b>Type of prerequisites</b>
Previous Level of knowledge of the English language at the level B2	

**Subject goals:**  
 Enable students to communicate successfully and skillfully in English with all stakeholders in the field of cultural tourism. Interpretation of cultural heritage in English - terminological and communicological aspects. Overcoming the cultural barrier in communication in English. Developing adequate lexical and functional expressions in English and developing strategies for mastering new expressions in English. Developing the ability of effective and efficient communication in English with international tourists and professional colleagues. Training students for mobility in European and international university and professional environment, developing an adequate presentation of national culture and personal achievements abroad.

**Learning outcomes (gained knowledge):**  
 Based on the lectured and learned content of the subject, the student should have developed 1. **general abilities:** recognition of the special features of linguistic discourse and communication in the field of cultural tourism, quick interpretation and critical analysis of professional texts, adoption of rules of oral and written communication within the profession, mastering speech analysis and written discourse and expression, mastering teamwork in pairs and group. 2. **subject-specific abilities:** recognition of the style and structure of professional texts in English in the field of cultural tourism. Special attention will be paid to the work on a mini project - planning, researching and presenting the results in English (the research is selected and the topic they are already addressing within a vocational subject.) Then the development of terminological glossaries regarding the topic of mini projects, written and oral presentation (interpretation) of cultural heritage in English, communication with foreign visitors). Expanding professional vocabulary and contrasting with mother tongue, adopting the cultural features of spoken and written English.

**Subject contents:**  
*Theoretical teaching* - Introduction to certain characteristics and functions of the language of tourism (sociolinguistic aspects - use of time as a concept, magic in the language of tourism, authenticity, identity, language as power, semiotics of tourism, etc.); verbal and non-verbal techniques of the language of tourism and various registers. The use of English as a global language of tourism and intercultural communication. Promotional strategies from the aspect of language (slogans, key words, terminology). Characteristics of the language of the tourist guide as a mediator of local cultural values. Practical classes - developing the skills of oral and written communication through the work on a mini project related to subjects from vocational subjects. Understanding and analyzing the tourist text genre (e.g. verbal and non-verbal means in a tourist brochure, website, promotional films). Multimedia work - analysis of video/internet presentations of cultural heritage for the purpose of tourism promotion - verbal and non-verbal means. Application of acquired knowledge from discourse analysis and means of communication through oral and written assignments of presenting the paper on a mini project in English. Enrichment of vocabulary in the field of cultural tourism and creation of a multilingual terminological glossary.

**Teaching methods and learning activities:**  
 Lectures are combined with communicative, interactive exercises with the use of computers and multimedia, and students are expected to actively participate in teaching and critical thinking.

**Literature:**  
 Selection of relevant and authentic texts in the field of cultural tourism (e.g. [whc.unesco.org/en/list/](http://whc.unesco.org/en/list/))  
 Dann, Graham M. S. 1996. *The Language of Tourism: A Sociolinguistic Perspective*, Wallingford: CAB International.  
 Jaworski, Adam & Annette Pritchard. 2005. *Discourse, Communication and Tourism*. Clevedon, Buffalo, Toronto: Channel View Publications  
 Thurlow, Crispin & Adam Jaworski. 2011. *Tourism Discourse: Languages and Global Mobility*. Palgrave, Macmillan  
 Available online dictionaries of English and Serbian

<b>Types of assessment and grading:</b>			
Attendance	2 points	Final exam	0-50 points
Pre-exam activities (pre-exam paper)	0 - 48 points		

**Special remarks for the subject:**  
 None

**Name of the professor who provided the information:** Milica Bogdanović, MSc

Number:

Date: .....2018

DEAN

Stanko Stanić, PhD, Full Professor