



**STUDY PROGRAM OF THE SECOND CYCLE STUDIES "MANAGEMENT  
IN TOURISM AND HOTEL INDUSTRY" AT THE FACULTY OF  
ECONOMIC OF THE UNIVERSITY OF BANJA LUKA**

**Banja Luka, November 2017**

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## **INTRODUCTION: JUSTIFICATION OF THE LAUNCH OF THE STUDY PROGRAM OF THE SECOND CYCLE STUDIES "MANAGEMENT IN TOURISM AND HOTEL INDUSTRY"**

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 the 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 of the University of Banja Luka are:

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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).

1. 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;
2. 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;
3. Strengthening of international cooperation and the position of the Faculty of Economics of the University of Banja Luka abroad.

Students with the diploma of the Faculty of Economics of the 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 of the 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 of the 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.

Although the labor market is flooded with a large number of unemployed economists of various profiles, mainly from privately owned faculties and business colleges, a careful labor market analysis has shown the need for further education of existing specialist profiles, such as experts in the field of tourism and hotel industry. The needs of the labor market were the main driving force in the preparation of the curriculum of the second cycle studies "Management in Tourism and Hotel Industry" at the Faculty of Economics of the University of Banja Luka. Management in Tourism and Hotel Industry in the western part of the Republic of Srpska are not sufficiently represented in the study programs at the University of Banja Luka. Banja Luka as a de facto capital of the Republic of Srpska with exceptionally high tourist potentials demonstrates the need for specialist knowledge in the field of management and entrepreneurship in tourism and hospitality. Not only Banja Luka, but also destinations such as Kozara National Park, Banja Vrućica, Trebinje, Jahorina, Bijeljina and Višegrad are becoming increasingly recognizable on tourist maps in the region and the world. The number of domestic and foreign tourists visiting the Republic of Srpska is getting higher and higher

every year, as well as the number of newly opened hotels, hostels, motels, restaurants and other hospitality facilities. Since 2006, when the Republic of Srpska was visited by 191,934 registered tourists with achieved 489,441 overnight stays, this number increased in 2015 to 294,781 tourists with achieved 686,944 overnight stays. In the same period, the number of accommodation capacities increased from 139 in 2006 to 221 in 2015<sup>2</sup>. 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 in 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 Central and Eastern European Countries under this mechanism. This cooperation with China is also one of the reasons for the opening of a new master's study in the field of Management in Tourism and Hotel Industry.

The Faculty of Economics of the University of Banja Luka possesses all the technical-spatial and human requirements for student education at the study program "Management in Tourism and Hotel Industry" and we believe that the launch of this study program is of great socio-economic interest for the Republic of Srpska.

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<sup>2</sup> Read detailed statistics on Tourism in the Republic of Srpska Institute of Statistics (2016). Statistical Yearbook of the Republic of Srpska 2016. Downloaded on 19 November 2017 from [http://www.rzs.rs.ba/static/uploads/bilteni/godisnjak/2016/22tur\\_2016.pdf](http://www.rzs.rs.ba/static/uploads/bilteni/godisnjak/2016/22tur_2016.pdf).

## 1. GOALS OF THE STUDY PROGRAM

The main goal of the study program of academic graduate (master's) studies is to educate appropriate experts from the narrow specialist fields from the scientific field of economics, with a special focus on the narrower scientific fields of management, entrepreneurial economics and marketing at the level of studies of the second cycle (master's studies), who will be trained for conducting complex and managerial tasks in economic activities in the field of tourism and hotel industry, governmental and non-profit institutions and organizations, as well as for inclusion in scientific research work.

The goal of the study program of academic graduate studies is to enable students to work on solving concrete problems in economics and business economics (management and business), as well as for further academic research within doctoral studies. The study program enables acquiring knowledge and mastering the skills that are necessary for performing very complex management and analytical tasks from various fields of economics.

*The goals of the study program of the second cycle studies are, generally observed, the training of future masters of economics for:*

- application of advanced and more complex methods of analyzing cause-effect relationships and links in economic theory and economic reality, as well as the possibility of applying modern methods of quantitative and qualitative research as the basis for empirical research and making business decisions, while minimizing risks in the uncertain and turbulent environment of government, for-profit and non-profit organizations in the field of tourism and hotel industry;
- independently or in a team, successful performance of organizational, managerial and leadership tasks in the field of economics, and especially in the narrow field from the department, namely in management, entrepreneurship, marketing, tourism and hotel industry, in all for-profit and non-profit organizations, regardless of activity, in the business non-financial sector, governmental and non-governmental sector, in large as well as in micro, small and medium-sized enterprises;
- continuation of studies in the third cycle studies, i.e. the doctoral studies.

The study program "Management in Tourism and Hotel Industry" has no special modules.

The goal of the study program "Management in Tourism and Hotel Industry" is to deepen the knowledge of future masters of economics in the field of Management in Tourism and Hotel Industry, as well as to train students to systematically and comprehensively apply techniques, tools and methods of microeconomic and macroeconomic strategic analysis of business entities in tourism and hotel industry and those who are connected with tourism. Students will be trained to systematically search for innovations and possibilities of applying modern concepts of entrepreneurial management, international marketing and international business in tourism and hotel industry, with the aim of gaining competitive advantage. The study program will be conducted at the Faculty of Economics of the University of Banja Luka.

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

The study program of the second cycle studies "Management in Tourism and Hotel Industry" 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 of the 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;
- Magna Charta: 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;
- Qualification Frameworks in 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) "Management in Tourism and Hotel Industry" lasts one academic year and has 60 ECTS points. Teaching is organized in two semesters, which have 30 ECTS points each. This is a complex study program, created in accordance with the latest achievements of the economic science, 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 consistent, comprehensive and harmonized with other Faculty programs (in studies of first and third cycles) according to the model 4 + 1 + 3.

The program has a clearly defined purpose and role in the education system in the higher education system. The goals of the study program, learning outcomes, knowledge and skills, which are achieved by its mastering, are precisely determined and aligned with the basic tasks and goals of the Faculty of Economics of the University of Banja Luka.

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 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 a survey, where subjects that receive the highest number of students' votes become compulsory elective subjects in the winter and summer semester. The final decision on elective subjects, at the proposal of the Scientific-Educational Council of the Faculty of Economics of the University of Banja Luka, is adopted by the Senate of the University of Banja Luka.

Teaching in the study program "Management in Tourism and Hotel Industry" will be implemented according to the plan of teaching and with the use of various methods in order to develop different abilities and skills in students and to enable everyone, regardless of their different learning styles, to acquire new knowledge under approximately similar conditions. The plan of teaching complies 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 of the University of Banja Luka, just before the start of the academic year, and the Rules of Study in the I and II cycle studies at the University of Banja Luka.

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

The vision of the study programs of the second cycle studies is to maintain and enhance the leading position of the Faculty of Economics of the University of Banja Luka, in the Republic of Srpska and Bosnia and Herzegovina through the complementary approach and a higher level of education of students who have completed the first cycle studies.

The study program at the second cycle studies "Management in Tourism and Hotel Industry" is a response to labor market needs and the needs of the Republic of Srpska for the development and progress. The purpose of this study program in the second cycle studies is to follow the dynamic changes in the economic environment, meeting the needs for new competencies, knowledge and skills that are required from the masters in economics by companies and industry but also by the state institutions.

The study program "Management in Tourism and Hotel Industry" is focused on individual, specific and narrow disciplinary knowledge in the field of tourism and hotel industry. In addition to creating and producing competent and required educational profile in the labor market that could be effectively employed and that would contribute to the development of the society, the purpose of this study program is to enable students to continue their studies in doctoral studies (third cycle studies).

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

The model of the study program is 4 + 1 + 3. Graduate academic (master's) studies last 1 year, i.e. 2 semesters or 60 ECTS points.

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

The study program of the second cycle studies "Management in Tourism and Hotel Industry" with one-year graduate academic (master's) studies belongs to the scientific area 5.0.0. Social sciences, scientific field 5.2.0. Economics and business.

The subjects at the study program "Management in Tourism and Hotel Industry" belong to the scientific areas categorized in the narrower scientific areas according to the Nomenclature of fields and narrower scientific areas, the Rulebook on amendments to 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:

Management, Entrepreneurial Economics, Marketing, International Economics, Business Finance, Accounting and Auditing, Business Finance and International Business Law.

### **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 studies) lasts two semesters, a total of 60 ECST points.

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

After the successful completion of the second cycle studies, students will gain qualifications with which they will:

- expand the basic and specific knowledge in the field of economics, acquired by the successful completion of the first cycle studies, applicable in solving problems of making business decisions and managing complex organizational systems in economic and non-economic business activities with emphasis on business systems in the field of tourism and hotel industry.
- be able to apply the tools of microeconomic and macroeconomic analysis on the basis of which they will be trained to make strategic decisions by using critical evaluation, both in conditions of prosperity but also in conditions of recession, crisis and scarcity of information on the market, working in an interdisciplinary context independently and in a team.
- be able to apply advanced and complex methods of improving knowledge and applied research in the field of economics, using the available approaches for solving and making critical decisions on the basis of incomplete and limited information, taking into account the social and ethical responsibilities in accordance with the principle of rationality of available inputs, i.e. resources, and available time.
- through the use of modern means of communication and presentation and knowledge of foreign languages, be able to interpret and exchange ideas, information, define and clearly present the conclusions and facts on which the conclusions are based to informed and uninformed auditorium.

- be able to start and successfully run, independently or in a team, their own business in the field of tourism and hotel industry, by applying the acquired knowledge, as well as the ability for teamwork.
- build skills and ongoing motivation for continuation of their education in the third cycle studies and active application of the concept of lifelong learning.

### 4.3. Students' learning outcomes

During studying at the second cycle studies, students should improve certain transferable skills acquired during their education in the first cycle studies. Students who complete graduate academic master's studies will possess 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 of analogy, management and leadership skills, ability for teamwork, communication, application of knowledge in practice, flexible adaptation to new situations, independent work, ability to manage projects, ability of proactive and innovative action, and ability to take risk in conditions of uncertainty.

Students complement the knowledge acquired in 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 tourism and hotel industry, as well as for preparing for further scientific and research work.

Students would be able to verbally, graphically, mathematically and econometrically represent economic ideas and analyzes, including the relationship between them. In addition, they would be able to discuss, analyze and evaluate government policies and assess the economic performance of our economy, other economies and the global economy.

**Student's learning outcomes** are additionally profiled by a focused study program "Management in Tourism and Hotel Industry".

Students who complete the master's study program "Management in Tourism and Hotel Industry" acquire a wide range of competencies in the labor market in the field of business economics, with an emphasis on the business operations of business and non-business entities in the field of tourism and hotel industry. Students will acquire basic and specialist knowledge about entrepreneurship, marketing and management of companies in tourism and hotel industry. Students will be able to find an optimal solution in the management of hotels and businesses in the field of tourism and hotel industry, by applying basic knowledge in economic theory and science on decision making. Students will be able to analyze business problems independently and in the team and to create a business plan for each business venture in the company. Students will be able to encourage and initiate innovations of tourism products, services and processes, and to successfully commercialize them on the market. They will be able to strategically think and manage an enterprise or organizational unit in the global market of tourism products.

Students who complete this master's study program will be able to perform independently or in the team, the following tasks: head of travel agency/tour operator; head of product category tour operator; head of hotels and other tourist companies; head of central booking; head of analysis and

calculation department in a tour operator, hotel and other tourist and related companies; hotel manager; marketing analyst in a tour operator, hotel, and other tourism and related companies; manager of the development of integral tourism products in public sector bodies and organizations; senior associate in the relevant ministry; organizer of congresses, conferences and exhibitions; planner, analyst and manager in companies in the tourism industry, associations and the public sector.

## **5. ACADEMIC TITLE**

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

### ***Abbreviation***

Ma, written after the name and surname.

Master in Economics (with the addition of the field in which the student has obtained the Master's degree).

## **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 of the 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 of the University of Banja Luka, which is adopted by the Scientific-Educational Council of the Faculty of Economics of the University of Banja Luka<sup>3</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 of the 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 of the 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.

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<sup>3</sup> Decision of enrollment conditions of candidates in the second cycle studies at the Faculty of Economics of the 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>

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

## **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 of the 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 "Management in Tourism and Hotel Industry", elective subjects comprise a total of 10 ECTS points (one elective subject per semester, not including the final paper, which is selected by the student's choice), which compared to the total number (60) of ECTS points makes 16.66% of ECTS points or 25% of subjects, including final paper.

In this way, the flexibility of the study program is provided, which demonstrates the extent to which students are given the possibility to participate in the creation of their own education. This concept of "student-centered" studies accepts a student as a partner and involves her/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 and 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 of the 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 and years of study in terms of students' obligations, acquiring the necessary knowledge, skills and working abilities, broader education and other requirements of the profession of the Master in Economics – Management in Tourism and Hotel Industry. 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. 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.

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.

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

The study program "Management in Tourism and Hotel Industry" has no special modules.

### STUDY PROGRAM: MANAGEMENT IN TOURISM AND HOTEL INDUSTRY

Subject name	Winter semester		Summer semester		ECTS
	L	E	L	E	
Methodology of Scientific Research Paper	2	0			4
Strategic Management in Tourism and Hotel Industry	2	2			7
Strategic Marketing in Tourism and Hotel Industry	2	2			7
Economics of Entrepreneurship in Tourism and Hotel Industry	2	2			7
Elective subject	2	2			5
Tourism in the Global Economy			2	2	5
Hotel Operations Management			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 "Management in Tourism and Hotel Industry":

- E-Business in Tourism
- Event Management in Tourism
- Quality Management in Tourism
- Audit of Tourist Companies
- International Human Resource Management
- Corporate Finance in Tourism
- International Business Contracts
- Business Systems in Tourism

A list of compulsory and elective subjects is attached in Table 7.1. A detailed curriculum for each subject is attached in Form 7.2.

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

The 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 studies (one-year graduate academic studies – master's studies) last for two semesters with a total of 60 ECTS points. The study is organized as a regular and part-time study. The study consists of classes of lectures and exercises, during 15 weeks in the winter and summer semester, in accordance with the Decision of the Senate of the University of Banja Luka on the academic calendar.

### **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 associates 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's) paper.

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

- 1) direct teaching;
- 2) consultations with professors;
- 3) independent work of students.

## 8.2. Direct teaching

Direct teaching is accomplished through the continuous contact of students with professors and associates, 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 of the 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.

**The final 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 at the Faculty, 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.

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*.

### I REGISTRATION, PREPARATION AND DEFENSE OF THE FINAL – MASTER'S PAPER WITHIN THE SECOND CYCLE OF BOLOGNA STUDIES

The final – master's paper is the independent paper in which the student addresses 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:

- a) preparation of registration of the master's paper topic,
- b) preparation of the master's paper,
- c) 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.

- The 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 paper**

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 in 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 of the 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 ECTS points of the candidate.

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

The 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.

The 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 of the University of Banja Luka.

The Scientific-Educational Council of the Faculty of Economics of the 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 of the 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 of the 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:

- 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.
- Chairman of the Committee announces the final decision.

### **8.3. 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 of the 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:

- 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 associate. 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 8.2.** 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 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 8.3.** 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.

The subjects are classified according to the point value enclosed in Table 9.1. attached.

## 10. ESTIMATED NUMBER OF CLASSES FOR SPECIFIC SUBJECTS

**Study program:** Management in Tourism and Hotel Industry

**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	Strategic Management in Tourism and Hotel Industry	C		2	2	0	7	
	3	Strategic Marketing in Tourism and Hotel Industry	C		2	2	0	7	
	4	Economics of Entrepreneurship in Tourism and Hotel Industry	C		2	2	0	7	
	5		E-Business in Tourism	E		2	2	0	5
			Event Management in Tourism	E		2	2	0	5
			Quality Management in Tourism	E		2	2	0	5
			Audit of Tourist Companies	E		2	2	0	5
			International Human Resource Management	E		2	2	0	5
			Corporate Finance in Tourism	E		2	2	0	5
			International Business Contracts	E		2	2	0	5
		Business Systems in 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	Tourism in the Global Economy	C		2	2	0	5	
	2	Hotel Operations Management	C		2	2	0	5	
	3		E-Business in Tourism	E		2	2	0	5
			Event Management in Tourism	E		2	2	0	5
			Quality Management in Tourism	E		2	2	0	5
			Audit of Tourist Companies	E		2	2	0	5
			International Human Resource Management	E		2	2	0	5
			Corporate Finance in Tourism	E		2	2	0	5
			International Business Contracts	E		2	2	0	5
			Business Systems in 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, Articles 24 to 39.

## 12. PROOF OF CONFORMITY

The study program "Management in Tourism and Hotel Industry" is in its essence aligned with a large number of accredited study programs of academic (master's) studies of foreign higher education institutions within the European educational space. Study programs of academic graduate studies, which correspond to the proposed structure of subjects at the study program "Management in Tourism and Hotel Industry", are realized at the following institutions:

- University of Belgrade, Faculty of Economics, study programs Economic Analysis and Policy, Accounting, Auditing and Business Finance, Banking and Financial Management, Economic Policy and Development, Business Management, <http://master.ekof.bg.ac.rs/master.php?program=ef&info=ef-naslovna>
- University of Zagreb, Faculty of Economics, study programs Economics and Business Economics, <http://www.efzg.unizg.hr/default.aspx?id=15521>
- University of Ljubljana, Faculty of Economics, study program Master in International Business, [http://www.ef.uni-lj.si/content/static\\_english/izobrazevanje/podiplomsko/angl\\_programi/usmeritve\\_ANG\\_International\\_business.asp](http://www.ef.uni-lj.si/content/static_english/izobrazevanje/podiplomsko/angl_programi/usmeritve_ANG_International_business.asp)

### 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.

### 14. 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. 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-repozitorijum.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>).

The Faculty of Economics of the 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 of the 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 of the University of Banja Luka.

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

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

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

- 1) defining the rules and criteria for grading of students;
- 2) procedure upon the student's grade appeal;
- 3) analysis of exam performance;

- 4) data analysis of the number of students who enrolled in the next academic year;
- 5) data analysis of the number of students and professors;
- 6) students' evaluations of classes and professors;
- 7) self-evaluation of professors;
- 8) 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:**

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

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

- 1) strategy of scientific research;
- 2) creating a positive environment for research and enhancing the scientific profile of the institution;
- 3) cooperation with other institutions and industry in order to promote scientific research and educational activities;
- 4) valuating the quality of the scientific and research activity.

## **15. 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 2018/2019.

## **16. 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.



## **17. APPENDIX 2 - 7.2. CONTENTS OF THE CURRICULUM – SYLLABI**

## STUDY PROGRAM: MANAGEMENT IN TOURISM AND HOTEL INDUSTRY

Subject name	Winter semester		Summer semester		ECTS
	L	E	L	E	
Methodology of Scientific Research Paper	2	0			4
Strategic Management in Tourism and Hotel Industry	2	2			7
Strategic Marketing in Tourism and Hotel Industry	2	2			7
Economics of Entrepreneurship in Tourism and Hotel Industry	2	2			7
Elective subject	2	2			5
Tourism in the Global Economy			2	2	5
Hotel Operations Management			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 "MANAGEMENT IN TOURISM AND HOTEL INDUSTRY":

E-Business in Tourism  
 Event Management in Tourism  
 Quality Management in Tourism  
 Audit of Tourist Companies  
 International Human Resource Management  
 Corporate Finance in Tourism  
 International Business Contracts  
 Business Systems in Tourism

	<b>UNIVERSITY OF BANJA LUKA</b> <b>FACULTY OF ECONOMICS</b>		
	<b>Graduate academic studies – MASTER</b>		
	<b>Study program(s):</b>	<b>Management in Tourism and Hotel Industry</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>
2018TMNR	Compulsory	9th	2L+0E	4
<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 introduce students to the basic principles, functions and practical solutions for the application of different methodologies of scientific research in the field of social sciences. The basic knowledge in the field of scientific research methodology will be provided.

**Learning outcomes (gained knowledge):**  
Upon completion of the course, students should be able to use basic knowledge in the field of philosophy and logic in order to understand scientific research; effectively use and evaluate information resources, as well as to apply appropriate methods for the preparation of scientific papers or research reports; students will successfully use appropriate scientific and research methods in order to solve specific research tasks and problems.

**Subject contents:**  
Basics of scientific theory and research; Business and economic research in a wider scientific context; Conceptual foundations of research (concepts, theories and models; formulation and explanation of research topics and problems, defining the subject and goal of the research, formulating the research hypothesis); Research approaches, strategies and planning (selection of research methods, determination of population and sample of the research); Theoretical presentation of the research (review of literature and research in accordance with the concept of the research); Operationalization of the research (Measuring economic variables; Typology of data; Searching of primary and secondary sources; Data processing, Data analysis; Hypothesis testing); Discussion of results; Writing research paper; Oral presentations of the research papers.



**Teaching methods and learning activities:**  
Lectures, i.e. transfer of systematic knowledge from the literature. Illustrations and exercises. In addition to the examples to be discussed, classes will address problematic tasks that will illustrate and practice specific topics (in group or individually). Discussion of case studies. Preparation and presentation of seminar paper.

**Literature:**  
Singh, Y. K. (2006). *Fundamental of Research methodology and Statistics*. New Delhi: New age international publishers.  
Todorović, Z. and Todorović, I. (2014). *Methodology of scientific research in economics*. Banja Luka: University of Banja Luka, Faculty of Economics.  
Ketchen, D.J. (2004). *Research methodology in Strategy and Management*. New York: Elsevier.  
Blaug, M. (1992). *The Methodology of Economics: Or How Economists Explain. (2nd ed.)*. London: Cambridge University Press.

<b>Types of assessment and grading:</b>					
Attendance	4 points	Colloquium I	0-35 points	Final exam	0-16 points
Class activities (seminar papers, discussions, case studies)	0-10 points	Colloquium II	0-35 points		

**Special remarks for the subject:**  
None

**Name of the professor who provided the information:** 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Strategic Management in Tourism and Hotel Industry</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2018TSME	Compulsory	9th	2L+2E	7
<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:**

Acquiring basic knowledge in the field of strategic management in tourism and hospitality, i.e. in the sector of tourism and hospitality as a whole. Studying the theory and development of the organization, with aspects of methods and techniques in the strategic planning system, and implementation; defining and selecting strategies, establishing strategic vision, business mission and goals. Investigating strategic management issues in tourism and hotel industry and enabling students to adopt and implement the concept of strategic management.

**Learning outcomes (gained knowledge):**

Students will gain knowledge and understanding of the concept of strategic management in the field of tourism and hotel industry; application of knowledge and understanding through the strategic management process; ability to make business decisions and judgments in the strategic management process in tourism and hotel industry (mission, vision, goals, planning, implementation, evaluation and control of business success); communication skills in the system of organization, management and control of business success in the field of tourism and hotel industry.

**Subject contents:**

Strategic management as a concept of managing the future in tourism and hotel industry. Definition of terms of strategic process: mission, vision, goals, planning, implementation, evaluation and control of business success. Analysis of internal and external environment; situational, swot, and competition analysis in the tourism market. Business strategy. Functional strategies. Evaluation and choice of strategy. Strategic planning in a hotel and tourism company. Corporate strategies in international tourism and hotel industry. Integration processes in international tourism and hotel industry. Horizontal and vertical forms of business cooperation. Strategic management in international hotel companies. Global Code of conduct and standards in tourism and hotel industry. Tourism and hotel industry in the process of globalization. Application of the concept of strategic management in practice, case studies in tourism and hotel industry practice. European model of a strategic mega-organization of a tourism holding company. Strategic alliances.

**Teaching methods and learning activities:**

Oral presentation, conversation and discussion, text method and method of exercising. Teaching modules incorporate: case study, project assignments, round table papers, essay questions, written exercises, homework, texts, mentoring and video presentations.

**Literature:**

Ateljević, J.; Kulović, Dž. (2013). *Strategic Management: New Perspectives*. Belgrade: Datastatus.  
 Ateljević, J.; Page S. (2009). *Tourism and Entrepreneurship: International Perspective*. Oxford: Elsevier.  
 Ateljević, J. (2010). *Small Tourism Firms: Owners, Environment and Management Practices*. Germany: Lambert Academic Publishing  
 Cerović Z. (2003). *Hotel management*. Opatija: Faculty of Tourism and Hospitality Management.



**Types of assessment and grading:**

Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

None

**Name of the professor who provided the information:** Jovo Ateljević, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Strategic Marketing in Tourism and Hotel Industry</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2018TSMA	Compulsory	9th	2L+2E	7
<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 the subject is that students master the basics of operational application of the marketing concept (strategy) of the company from the tourism and hotel industry, as well as to learn the techniques of quantitative and qualitative research of the tourist market for the needs of rational decision making in this field. Students are also introduced to the characteristics and specificities of combining the instruments of the marketing mix of various promoters of the tourist offer on the market.

**Learning outcomes (gained knowledge):**  
Upon successful completion of this subject, the student will be able to:

1. describe the concept of strategic marketing in tourism and hotel industry, i.e. to explain the operational application of the marketing concept in this field,
2. specify and explain the procedures of quantitative and qualitative research of the tourism market,
3. explain the factors and tendencies in the modern tourist environment,
4. classify the criteria and assumptions for the segmentation of the tourism market,
5. explain the operational (strategic) use of marketing mix elements in the tourism market,
6. explain the basic strategic options for appearing on the market of various promoters of tourist offer (tourist organizations, hotels, travel agencies, other providers of services related to tourism),
7. create and manage a specific marketing program in the tourism market.

**Subject contents:**  
The term and characteristics of the operational application of the marketing concept of the company in the field of tourism and hotel industry, modern tourist environment, aspects of tourism market research, segmentation of the tourist market, strategic component of marketing mix instruments (product, price, place, promotion) in tourism and hotel industry, basic variants (strategies) of appearance in the market of companies in the field of tourism and hotel industry, management of marketing program in tourism and hotel industry (planning, organization, personnel, financing).

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



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

**Types of assessment and grading:**

Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Economics of Entrepreneurship in Tourism and Hotel Industry</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2O18TEPT	Compulsory	9th	2L+2E	7
<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:**  
 This subject enables students to understand the importance and role of entrepreneurship in tourism and hotel industry for the economic growth and development of a country. Students will learn about the possibilities of applying the principles of corporate and individual entrepreneurship, innovativeness and commercialization of innovations in tourism and hotel industry. Students will gain systematic knowledge of managing processes within companies in tourism and hotel industry.

**Learning outcomes (gained knowledge):**  
 Upon completion of this course, the student will acquire basic knowledge about entrepreneurship and management of companies in tourism and hotel industry. The student will be able to find an optimal solution in the management of hotels and companies in the field of tourism and hotel industry by applying basic knowledge in economic theory and decision making. The student will be able to independently and in the team analyze business problems and develop a business plan for each venture in the company. The student will be able to stimulate and initiate innovations of tourism products, services and processes, as well as to successfully commercialize them.

**Subject contents:**  
 Tourism: concepts, forms and significance. Tourism product. Entrepreneurship and entrepreneurial processes. Understanding the conceptual basis of entrepreneurship in tourism. The tourist market and its structural features. Tourist offer, determination and factors of the behavior of the bidders. Tourist demand. Total, average and marginal revenue of companies in hotel industry and tourism. Production and costs in tourism and hotel industry. Economic indicators of business in tourism and hotel industry. Pricing in tourism and hotel industry. Financial analysis of the company's business in tourism and hotel industry. Budgeting and creating a business plan in tourism and hotel industry. The creative use of entrepreneurship and the process of social innovation. Sector strategies and policies for entrepreneurship in tourism.



**Teaching methods and learning activities:**  
 Interactive lectures, i.e. transfer of systematic knowledge from literature 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. The main form of work will be the processing of cases from practice and independent production of scientific research in the form of pre-exam papers. During the semester there will be guest lectures and talks with successful entrepreneurs and managers in the field of tourism and hotel management.

**Literature:**  
 Ateljević, J.; Page, S.J. (2009). *Tourism and Entrepreneurship: International Perspectives (Advances in Tourism Research)*. Burlington, MA, USA: Elsevier.  
 Spasić, V.; Čerović, S. (2013). *Economic and financial analysis of business operations of companies in hotel industry and tourism*. Belgrade: University Singidunum.  
 Petković, S., and Milanović, M. (2017). *Laboratory of ideas. From idea to entrepreneurial venture*. Banja Luka: University of Banja Luka, Faculty of Economics.

<b>Types of assessment and grading:</b>					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Tourism in the Global Economy</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2018TTGE	Compulsory	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 introduce students to the general aspects of tourism development in a global context. Students will also get acquainted with key economic indicators that are relevant for assessing the state of the world's tourism industry. The goal of the subject is to study global processes in tourism, as well as the impact of globalism and the process of globalization on the development of this sector. The key tourist aspects of the global economy are: tourism market and destinations, communications and traffic, tourist product in global frameworks, estimates of tourism trends in the world in the context of the impact of economic crises on the tourism economy, and the EU's tourism policy and the importance of the EU tourism industry.

**Learning outcomes (gained knowledge):**  
 Student's ability to see and identify the aspects and problems of tourism in global relations. The student will be able to perceive and understand the economic problems of tourism in a global context, and to independently use and practically apply certain analytical methods, and relevant planning models in the field of tourism.

**Subject contents:**  
 Theories and main advocates of globalization. Global economy and planetary development. Tourism and globalization. Definition of tourism as a social and economic phenomenon. Tourism market in conditions of globalization. The impact of globalization on tourism demand. Tourist needs of modern tourists. The impact of globalization on the tourist offer. New tendencies in the formation of the tourist offer. Communications and Information technology in global tourism. Tourist destinations in global conditions. Sustainable development and global tourism. Competitiveness on the global tourism market. Tourism product in the conditions of global tourism market. Traffic in the conditions of globalization. Economic indicators and global trends in world tourism. Evaluation of the impact of future global changes on tourism development. Importance of EU tourism policy and EU tourism industry.



**Teaching methods and learning activities:**  
 Teaching will take place according to the proposed teaching topics, using adequate literature in the fields of globalization, globalism and tourism. Analysis of problems, seminar papers, etc. will be carried out.

**Literature:**  
 Unković, S.; Zečević, B. (2006). *Economics of Tourism*. Belgrade: Publishing center (CID), Faculty of Economics.  
 Additional:  
 Popović, G. (2006). *Global aspects of tourism development in underdeveloped, uninhabited and abandoned territories of the EU using integrated rural development methods*, Acta Economica no. 5,  
 Pavlić, I. (2004). *Contemporary trends in the development of world tourism and globalization processes*. Naše more, no. 5-6, University of Dubrovnik.

<b>Types of assessment and grading:</b>					
Knowledge testing and seminar paper.					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**Name of the professor who provided the information:** Goran Popović, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Hotel Operations Management</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2018TMHO	Compulsory	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 educational goals of the subject are aimed at enabling students to acquire knowledge and competencies in managing the hotel's business operations. Introducing students with forms of hotel business management as well as managing and operating business processes in hotel industry. Acquiring knowledge about the most important internal and external factors that influence the efficient and profitable business of the hotel. Training a student for communication in the management system, managing the hotel.

**Learning outcomes (gained knowledge):**

Learning outcomes derive from the objectives of studying this subject, which are defined through the final qualifications that the exiting personnel profiles must possess, namely: getting to know the importance and role of hotel operations management, acquiring knowledge in hotel industry, hospitality, standardization and categorization in hotel industry. Understanding the importance of ethics in hotel management, and planning as the leading function of hotel management's success. Possessing knowledge for the choice of vision, mission, goals, system of hotel organization and importance of human resources management as the subject of hotel operations. Identifying the system of managerial leadership, communication, motivation of interpersonal relationships. Recognizing the system of managerial control and business success management.

**Subject contents:**

Contemporary tendencies in service activities. Personality as a *hotel-management* principle. Business orientation of hotel companies and their position in the tourism market. Categorization and standardization of hotel operations. Management of business operations in the hotel company. Spatial-functional aspect of hotel operations. Organizational-technical aspect of hotel operations. Personnel management in the hotel. Management of production and service processes in the hotel. Managing the organizational structure of service operations in the hotel and restaurant. Management of hotel operations in the *guest cycle* system. Hotel operations in the system of *hotism* as a process of meeting all the requirements of the guest. The forms of hotel adapting to modern market demands. Hotel business operations and the process of globalization. The most famous hotel chains in the world.

**Teaching methods and learning activities:**

The teaching process takes place according to the principle of interactive teaching using all forms of teaching aids. Presentation of teaching contents as well as hotel operations is done using charts, slides, schemes, tables, brochures, catalogs, video tapes and advertising video clips with the use of video projection apparatus. The exercise program is realized so that students collect and process data and processes from hotel practice. Theoretical lectures are completed by specific practices that are implemented in hotels of higher categories with the supervision of a manager-mentor.

**Literature:**



Kosar Lj. (2002). *Hotel industry-theory and practice*. Belgrade: VHS (The College of Hotel Management).  
 Cerović Z. (2003). *Hotel management*. Opatija: Faculty of Tourism and Hospitality Management.  
 Kosar Lj.; Rašeta S. (2005). *Quality challenges - quality management in hotel industry*. Belgrade: VHS.  
 Rutherford, D. (2001). *Hotel management and operations*. New Jersey: John Wiley & Sons, Inc., Hoboken,

**Types of assessment and grading:**

Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**Name of the professor who provided the information:**

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

<b>Subject name</b>	<b>E-Business 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>
2I18TETU	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:**  
Familiarizing students with Internet technology, as well as modern forms of business operations in tourism and hotel industry that are based on the intensive application of information, and especially Internet technologies – e-business.

**Learning outcomes (gained knowledge):**  
Acquired knowledge should enable the development of conceptual and IT knowledge and skills necessary for the launch, introduction and practice of e-business activities in tourism and hotel industry. Students will be able to independently design a website for the tourist offer of products and services.

**Subject contents:**  
E-business and application of e-business in tourism (electronic data exchange, e-commerce and e-commerce models, e-marketing, electronic reservation systems, e-banking and online financial transactions, e-payment systems). E-mobile business in tourism and hotel industry. The notion and importance of information and reservation systems in tourism and hotel industry. Computerized reservation systems of airlines. Global tourist distribution systems in tourism. Galileo International - Global Distribution System. AMADEUS - global distribution system. SABRE - Global Distribution System. WORLDSPAN - global distribution system. Computerized reservation systems in the hotel industry. The role of the World Tourism Organization - WTO. National tourist information systems. Computerized reservation systems of travel agencies and tour operators. Information systems of other subjects of the tourism industry (the role of the European Tourism Trade Fairs Organizations - ETTF, World Travel Market, Internationale Tourismus Börse, British Travel Trade Fair). Influence of information technology on the strength of competitive advantage in tourism and hotel industry. Knowledge management and application of business intelligence in tourism and hotel industry. Customer Relationship Management (CRM) in tourism and hotel industry. Ethical and social issues related to the use of information and communication technology in tourism and hotel industry. Protecting the privacy of individuals in working with the Internet in tourism and hotel industry.



**Teaching methods and learning activities:**  
Lectures, discussions, case studies, group work, video presentations, as well as exercises on an electronic computer.

**Literature:**  
Galičić, V.; Šimunić, M. (2006). *Information systems and electronic business in tourism and hotel industry*. Opatija: University of Rijeka, Faculty of Tourism and Hospitality Management in Opatija.  
Aleksić Marić, V. (2008). *E-business*. Banja Luka: Faculty of Economics.  
Stankić, R. (2009). *E-business*. Belgrade: Faculty of Economics.  
Buhalis, D. (2003). *E Tourism: Information Technology for Strategic Tourism Management*. Pearson (Financial Times / Prentice Hall), London.

<b>Types of assessment and grading:</b>					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**Name of the professor who provided the information:** Vesna Aleksić Marić, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Event Management 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>
2118TMDT	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:**  
This subject aims to provide an introduction to the management of events and festivals, and will be presented from the strategic and operational perspectives.

**Learning outcomes (gained knowledge):**  
Upon successful completion of this subject, students should be able to:

- demonstrate the ability to collect information and develop plans for events in tourism;
- design and use various promotional techniques of events;
- demonstrate the ability to develop budget lines for individual events;
- develop an event risk management program;
- demonstrate effective leadership skills in coordinating events;
- understand complex problems and relationships that surround the planning and implementation of events;
- understand the role of the event in today's business and social context; and
- understand the difference between managing and coordinating events.

**Subject contents:**  
The themes that make up the content of this subject are: the importance of the event, conceptual process, stakeholders, objectives of the event, impacts and the evaluation of events using the internationally validated methods, role of events in tourism, destination of the image and the identity of the imaginary place, rewriting of events, project management, logistics, personnel and other issues related to the events.  
Practical classes: Introducing students with specific examples from practice in organizing and managing events in tourism.



**Teaching methods and learning activities:**  
Oral presentation, conversation and discussion, text method and method of exercising. Teaching modules incorporate: case study, project assignments, round table papers, essay questions, written exercises, homework, texts, mentoring and video presentations.

**Literature:**  
Berridge, G. (2007). *Events Design and Experience*. Oxford: Elsevier.  
Shone, A.; Parry, B. (2010). *Successful Event Management*. 3rd edition. Oxford: Elsevier.  
Wagen, V. der. (2011). *Events Management*. Sydney: Pearson.  
Tassiopoulos, D. (2010). *Events Management: a developmental and managerial approach, 3rd edition*. Juta Publishing

<b>Types of assessment and grading:</b>					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**  
None.

**Name of the professor who provided the information:** Jovo Ateljević, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Quality Management 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>
2I18TMKT	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, understand the standards, gain knowledge about the goals, organization, implementation and effects of the quality system, demonstrate knowledge of the methods used to improve its application, 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 (quality comprehension, quality circle, quality of semi-products, product quality, service quality, software quality, determining features and characteristics of the quality). Measurement, testing and control. Determination of quality values. Quality management. ISO 9000 quality management system standards. Quality system. Quality management by computer. Managing the quality economy. Methods and techniques of the quality system. Quality system documentation.



**Teaching methods and learning activities:**  
 Lectures are conducted by combining ("ex cathedra" / "case") method. Theoretical teaching content is presented by using the "ex cathedra" method with presentations; The second part of the lecture is conducted by using "case" method of presented analysis of characteristic cases and examples that illustrate theoretical content. The main form of work will be analyzing the 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 scientific 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

<b>Types of assessment and grading:</b>					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Audit of Tourist Companies</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2I18TRTP	Elective	9th or 10th	2L+2E	6
<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 goals of studying this subject are to enable the student to express an opinion on whether the financial statements in all material aspects are compiled in accordance with the established financial reporting framework. One of the goals is mastering the skills by which the students will collect the necessary number of evidence to express their opinions.

**Learning outcomes (gained knowledge):**  
The learning outcome should provide the ability of the student, the future auditor, to understand the essence of the auditing profession, to master the skills of collecting adequate evidence to form an opinion on the financial statements of a tourism company and to give an opinion based on it; to adopt ethical principles and to achieve their own virtues in business, such as integrity, professionalism, independence, and so on.

**Subject contents:**  
General objectives of the audit of tourist companies. International standards and statements of audit, assurance and ethics. Procedures for the audit of tourist companies. Implementation of laws and other regulations in the audit of tourist companies. Simulation of the practical implementation of the audit of tourist companies. Continuous monitoring of amendments to the auditing regulations. Audit evidence and reporting on the audit process of tourist companies.



**Teaching methods and learning activities:**  
Teaching will be carried out in the interaction of teachers, associates and participants in the form of presentation of materials, discussions and practical essays.

**Literature:**  
Božić, R.; Kondić, N. (2012). Audit of Financial Statements - a guide through practical audit. 3rd revised edition. Banja Luka: Faculty of Economics and Finrar  
International standards and audit reports, quality control, overviews, other assurances and related services. (2011). Association of Accountants and Auditors of Serbia, Association of Accountants and Auditors of Republic of Srpska and Institute of Certified Accountants of Montenegro  
IFAC's Code of Ethics for Professional Accountants. (2012). Association of Accountants and Auditors of Serbia, Association of Accountants and Auditors of Republic of Srpska and Institute of Certified Accountants of Montenegro  
Legislation

<b>Types of assessment and grading:</b>					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**Name of the professor who provided the information:** Novak Kondić, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>International Human Resource Management</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2I18TIMLJ	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 goals of this subject are: systematic understanding of knowledge for designing the basics of the organization of human resources in an international environment; identifying and analyzing specific problems; acquiring knowledge about decision making in human resources management in an international environment; practical understanding and critical evaluation of both implementation and decision making.

**Learning outcomes (gained knowledge):**  
Upon successful completion of this subject, students will be able to: understand the theory and practice of international human resource management; understand the human resource management process; implement the human resource management process in management practice; understand the issues and practices related to the main functions of human resource management in the context of multinational environments; understand the recruitment and selection of staff for international assignments. Students will also be able to: show their way and originality in a competitive environment; address the complex issues of cultural differences; effectively present case material and make clear their conclusions; work effectively as part of a team or group.

**Subject contents:**  
International human resource management - theories and research; Impact of cultural differences on the HRM and organization; strategic human resource management; the role of the HRM department; employment in international HRM; selection in international HRM; fees for international HRM; training and development in international HRM.

**Teaching methods and learning activities:**  
Lectures, exercises, cases studies, independent preparation of seminar papers and practical assignments. Teaching is interactive, and conversations and discussions are encouraged.



**Literature:**  
Harzing, A., & Pinnington, A.H (2015). *International Human Resources Management* (4<sup>th</sup> edition). London: SAGE Publication.  
Briscoe, D., Schuler, R., & Tarique, I. (2012). *International Human Resources Management: Policies and Practices for Multinational Enterprises* (4<sup>th</sup> edition). New York: Routledge.

**Types of assessment and grading:**  
Teaching activity is assessed by the preparation of seminar papers, discussions and case studies. A colloquium may be a written part of the exam. The final exam refers only to theoretical questions.

Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		



**Special remarks for the subject:**

**Name of the professor who provided the information:** Gordana Ilić, 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>Management in Tourism and Hotel Industry</b>		

<b>Subject name</b>	<b>Corporate Finance 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>
2I18TKFT	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>					
Adoption of professional knowledge and acquisition of skills for their implementation in the process of policy creation and control of corporate finance management.					
<b>Learning outcomes (gained knowledge):</b>					
After attending the course, the presented issues should contribute to:					
a) better understanding of this very growing and exciting theory and practice;					
b) managing methodologies for solving various financial problems;					
c) understanding an environment that has a significant impact on making financial decisions.					
<b>Subject contents:</b>					
Company and company's goal, with special emphasis on tourism companies. Performance indicators and company value. Accounting profit vs. economic profit. Structure of capital and financial power. Capital protection. Modalities of company restructuring in order to strengthen competitiveness. Efficiency of financial markets. Management problems for individual parts of assets and liabilities of balance sheet.					
<b>Teaching methods and learning activities:</b>					
Presentation, discussion and analysis of characteristic cases. Independent research on this topic through pre-exam papers.					
<b>Literature:</b>					
Mikerević, D. (2013). <i>Corporate finance</i> . Banja Luka: Faculty of Economics and Finrar.					
Mikerević, D. (2010). <i>Strategic financial management</i> . Banja Luka: Faculty of Economics.					
Ivanišević, M. (2012). <i>Business Finance</i> . Belgrade: Faculty of Economics.					
Higgins, C. Robert. (2009). <i>Analysis for Financial Management</i> . McGraw-Hill.					
Arnold, G. (2005). <i>Corporate Financial Management</i> . Financial Times/Prentice Hall.					
<b>Types of assessment and grading:</b>					
Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		
<b>Special remarks for the subject:</b>					
Name of the professor who provided the information: Dragan Mikerević, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>International Business Contracts</b>			
<b>Subject code</b>	<b>Status of subject</b>	<b>Semester</b>	<b>Number of classes</b>	<b>Number of ECTS points</b>
2I18TMPU	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>

**Subject goals:**  
The goal of studying the subject is to familiarize students with the types, characteristics, rights and obligations of contracting parties when concluding and executing contracts in the international exchange of goods and services. Students will be introduced to the legal aspects of concluding international contracts.

**Learning outcomes (gained knowledge):**  
The student acquires basic knowledge about how to conclude contracts in the international exchange of goods and services. This applies in particular to the legal aspects of the particular stages preceding the conclusion of the contract, which produce obligations for future contracting parties (negotiations for concluding a contract, offer for concluding a contract). The student is also trained in basic interpretations of certain clauses of international contracts and acquires the necessary knowledge on the method of protection of the rights of the contracting parties in case of non-execution of the contract.

**Subject contents:**  
The concept of contract, international character of the contract, international conventions in the field of contract law, other sources of uniform contract law, scope of the application of the Vienna Convention on International Sale, division of contracts, principle of autonomy of will, terms of the contractual agreement, conclusion of the contract (negotiations, offer, acceptance of offer), time and place of conclusion of the contract, contract facts, security clauses - contractual interest, contractual penalty, bank guarantee, security clauses – pledge, sale with retention of ownership, basis for the termination of the contract, cancellation of contract (null and void contracts), termination of contract due to failure to fulfill obligations under RS Law on Obligations, termination of contract due to failure to fulfill obligations under Vienna Convention - significant breach of contract, changed circumstances in RS contract law, influence of changed circumstances on fulfillment of obligation, unpredictability, extraordinariness, externality and insurmountability of changed circumstances, time of occurrence of changed circumstances, formulation of a clause on changed circumstances, inability of fulfillment - basic classification, inability of fulfillment in RS contract law, formulating a force majeure clause, contractual exclusion and limitation of liability (decisions and attitudes in comparative law), clause on exclusion of liability, clause on limitation of liability, contract on international sale of goods, contract on mediation in international business transactions, agreement on international trade representation, contract on commissioning in international business transactions, contract on financial leasing, applicable law (concept of the clause on the choice of the applicable law, international character of the contract, boundaries of the autonomy of will, imperative regulations, applicable law in the absence of autonomy of will), concept and characteristics of international trade arbitration, arbitration clause (concept and elements)

**Teaching methods and learning activities:**  
Lectures; exercises; preparation of seminar papers.



**Literature:**  
Popović, V.; Vukadinović, R. (2010). *International Business Law*. Banja Luka-Kragujevac: Faculty of Law.

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

Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

**Name of the professor who provided the information:** Nenad Baroš, 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>Management in Tourism and Hotel Industry</b>	

<b>Subject name</b>	<b>Business Systems 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>
2I18TPST	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:**  
 This subject allows students to understand the importance and role of business systems in tourism and hotel industry for the economic growth and development of a country. Students will be introduced to the characteristics of various business systems in the field of tourism and hotel industry. Students will acquire systematic knowledge of process management within companies in tourism and hotel industry.

**Learning outcomes (gained knowledge):**  
 Upon completion of this course, the student will acquire basic knowledge about entrepreneurship and management of various companies in tourism and hotel industry. The student will be able to find an optimal solution in the management of hotels and companies in the field of tourism and hotel management by applying basic knowledge in economic theory and decision making science. The student will be able to encourage and initiate innovations of tourism products, services and processes, and to successfully commercialize them.

**Subject contents:**  
 Specificity of tourist offer. Heterogeneity of tourism as a branch of industry. Classification of companies in tourism and hotel industry. Hotels and hotel management. Financial management of tourist and hotel companies. Revenues of companies in tourism and hotel industry. Managing costs of companies in tourism and hotel industry. Pricing in tourism and hotel industry. Budgeting. Specificity of small businesses in tourism. Business operations of tour operators. Traffic and tourism. Cruising. Yield management in air traffic.

**Teaching methods and learning activities:**  
 Interactive lectures, i.e. transfer of systematic knowledge from literature 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. The main form of work will be the processing of cases from practice and independent preparation of scientific and research papers in the form of pre-exam papers. During the semester there will be guest lectures and talks with successful entrepreneurs and managers in the field of tourism and hotel management.

**Literature:**  
 Ateljević, J.; Page, S.J. (2009). *Tourism and Entrepreneurship: International Perspectives (Advances in Tourism Research)*. Burlington, MA, USA: Elsevier.  
 Spasić, V.; Čerović, S. (2013). *Economic and financial analysis of business operations of companies in hotel industry and tourism*. Belgrade: University Singidunum.  
 Petković, S. and Berberović, Š. (2013). *Economics and management of small and medium-sized enterprises. Principles and policies*. Banja Luka: Faculty of Economics.  
 Vukmirović, N. (2012). *Entrepreneurship in economic theory and practice. Innovative systems of creating and more efficient use of resources*. Banja Luka: Faculty of Economics.

**Types of assessment and grading:**

Attendance	2 points	Colloquium I	0-20 points	Final exam	0-50 points
Class activities (seminar papers, discussions, case studies)	0-8 points	Colloquium II	0-20 points		

**Special remarks for the subject:**

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

Number:

Date: \_\_November 2017

**DEAN**

Stanko Stanić, PhD, Full Professor