SYLLABUS
POSTGRADUATE UNIVERSITY DOCTORAL STUDY
"BUSINESS ECONOMICS IN TOURISM AND HOSPITALITY INDUSTRY"

Study Director

Sandra Janković, PhD, Full Professor

Opatija, January 2024

General information		
Course coordinator	Irena Ateljević, PhD	
Course title	**Qualitative methodology**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Obligatory	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION
1.1. Course objectives
This course aims to provide an overview of the scope and purpose of qualitative methodology in (tourism) social science research. It will establish clear ontological and epistemological foundations of qualitative research paradigms and related methodologies. In doing so, the course will delineate the difference between the terms of: methodology (research paradigm underpinning the choice of research methods); methods of collecting qualitative data; and methods of interpreting qualitative data.
1.2. Terms for enrolment
None.
1.3. Expected learning outcomes
Upon completion of this course, students will: • Have an-depth understanding of different qualitative research paradigms.   • Understand the importance of researcher's positionality.   • Learn the range of qualitative methods of data collection, such as in-depth interviews or semi-structured interviews, (participant) observation, case studies, action research, focus groups, and documentary method.   • Learn the range of qualitative methods of data analysis, such as content analysis and (con)textual analysis.   • Understand how different research paradigms influence the choice of our research methods and the way we analyze and 'read' into our empirical findings (even when we use the same research techniques).
1.4. General course outline
Introduction lecture of an overview of qualitative research paradigms. Lecture on issues of researcher's positionality. Exercise of identifying three scientific papers that come from three different research perspectives. Lecture on the range of qualitative methods of data collection. Students exercise of working in small dyad or triad groups on different methods. Lecture on the range of different methods of data analysis. Students exercise of working in small dyad or triad groups on data analysis. Seminar of students presenting their group work.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☒ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☐ mentorship ☐ other _____
1.6. Comments		
1.7. Students' obligations		

To fully participate in the course. To read the necessary reading material. To perform the group exercise.
To present results in the form of a seminar. To write an essay on one's own positionality.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper	1.5	Experimental work	
Written exam		Oral exam	1	Essay	1	Research	
Project	1	Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

Students will perform exercises of group work out of which they will present seminars (see general course outline). Each student will individually write an essay on issues of research paradigms and positionality.

1.10. Compulsory literature

- Ateljevic, Pritchard and Morgan (2007) (eds) *The Critical Turn in Tourism Studies: Exploring Innovative Methodologies*. Elsevier: Advanced Tourism Research Series.
- Phillimore, J. and Goodson, L. (2004) (eds), *Qualitative Research in Tourism: Ontologies, Epistemologies and Methodologies.* London: Routledge.

1.11. Supplementary literature

- Theo, P. and Leung, S. (2005) A postcolonial analysis of backpacking. Annals of Tourism Research, 33(1), pp. 109-131.
- Small, J. Harris, C. Wilson, J. and Ateljevic, I. (2011) Voices of Women: A Memory Work Reflection on Work-Life Dis/Harmony in Tourism Academia, *Journal of, Hospitality Leisure, Sport and Tourism Education*, 10 (1), pp. 23-36.
- Ateljevic, I., Harris, C. Wilson, E. and Collins, F. (2005) Getting 'Entangled': Reflexivity and the 'Critical Turn' in Tourism Studies. *Tourism Recreation Research: Theme – Tourism and Research*, Vol 30 (2), pp. 9-21.
- Ateljevic, I. and Doorne, S. (2002) Representing New Zealand: Tourism imagery and ideology. *Annals of Tourism Research* 29(3), pp. 648-667.
- Ateljevic, I. Searching for nature and imagining New Zealand, (2001) *Journal of Travel & Tourism Marketing,* Vol 10 (1), pp. 115-122.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

SVEUČILIŠTE U RIJECI UNIVERSITY OF RIJEKA
FAKULTET ZA MENADŽMENT U TURIZMU I UGOSTITELJSTVU
FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT
OPATIJA, HRVATSKA CROATIA

General information		
Course coordinator	**Tea Baldigara, PhD, Full Professor**	
Course title	**Quantitative methods in business economics**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Obligatory	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The overall aim of the course is to present chosen quantitative tools and their implementation potentials in tourism and hotel industry to PhD students with limited prior experience. Students will be exposed to basic theoretical concepts with an emphasis on the practical application of selected quantitative methods in tourism and hotel industry environment. The student will be able to differentiate between different quantitative methods and instruments, to interpret and analyse research results in the process of decision-making.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After passing the exam, students will be able to:
- Define basic business administration determinants from the aspect of different theories.
- Properly interpret the underlying theoretical concepts and core characteristics of quantitative methods.
- Apply appropriate quantitative methods on empirical data.
- Properly choose and apply quantitative methods everyday tourism and hotel business environment.
- Specify a practical problem in an appropriate quantitative model.
- Use appropriate software support in analysing and interpreting quantitative model results and business decision-making.
- Properly analyse and interpret research results.
- Implement quantitative models on empirical data generated from contemporary tourism and hotel industry trends.
- Critically analyze and interpret researches, discussions and other works in the field of quantitative research methods in tourism and hotel business economics.

1.4. General course outline

Regression analysis: Basic econometrics functions. Simple and multiple regression: basic concepts. Classical linear regression model. Relaxing the assumption of the classical model. Diagnostic testing. Qualitative variables. Model specification. Regression models in business administration.
Time series models: Moving average models. Exponential smoothing models. Trends models. Seasonality and time series. Seasonal dummy variables.
Business forecasting: forecasting models. Forecasting evaluation. Forecasting error measures.
Linear programming: Optimization models. Maximum and minimum. Assignment problem. Game theory. Transportation problem. Non-linear programming.
Artificial Neural Networks: basic concepts.

Case studies analysis using selected software.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____
1.6. Comments		

1.7. Students' obligations

Each student is required to create and defend a case study using the appropriate software package, as well as to access the written and oral exam.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	1	Oral exam	1.5	Essay		Research	
Project	2	Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies.

1.10. Compulsory literature

- Guajarati, D. N. & Porter, C. D. (2017.) Basic Econometrics, 5th Edition, McGraw Hill Inc., New York.
- Bahovec, V., Erjavec, N. (2009.) Uvod u ekonometrijsku analizu, Sveučilište u Zagrebu, Zagreb.
- Somun-Kapetanović, R., Arnaut-Berilo, A., Šehić, E. & Kahvić-Begić, E. (2009.) Kvantitativne metode u ekonomiji i menadžmentu, Ekonomski fakultet u Sarajevu, Sarajevo.

1.11. Supplementary literature

- Studenmund, A. H. (2016.) Using Econometrics: A Practical Guide (7th Edition), Pearson New International Edition.
- Baggio, R. & Klobas, J. (2011.) Quantitative methods in tourism. Bristol–Buffalo–Toronto: Channel View Publication.
- Gujarati, D.(2006.) Essentials of econometrics. USA: McGraw–Hill.
- Attewell, P. & Monaghan, D. (2015.), Data Mining for Social Sciences: An Introduction, University of California Press.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Darko Prebežac, PhD, Full Professor	
Course title	Conceptualization of the research process	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Obligatory	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The proper selection of the research area, i.e. the specific research topic, and the proper conceptualization of the research process itself, is one of the most difficult and critical parts of the research process, but also an important prerequisite for its successful operationalization. The course focuses on developing the analytical skills and competencies required to plan and execute the research process, with the goal of identifying and successfully understanding the various approaches to overcoming potential obstacles that may arise. The course is an intensive introduction to the problems of conducting specific research and is designed to prepare students to effectively plan and conduct their own research projects.

Course objectives:

- Acquisition of new, advanced and innovative knowledge in the field of research.
- Developing the ability to understand the structuring of the research process and the relationship between the design of the research, its objectivity and the scientific approach of the process itself.
- Developing the knowledge, competencies and skills required to design and conduct a specific research process, and understand research as a tool for solving specific problems.
- Critically reflect on the possible advantages/disadvantages of selecting and using particular methods and techniques of primary data collection and understand how the nature of the research problem, its aims and objectives influence their selection.
- Development of competencies, in verbal and written communication for the purposes of decision making and problem solving in research.
- Enabling students to conduct research independently and as part of a team, with particular emphasis on scientific research.
- Emphasizing the importance of ethics in research and scientific research and publishing, highlighting potential problems and identifying possible ethical conflicts and conflict situations that may arise in the field.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After passing the exam, students will be able to:

- Classify, evaluate, and critically assess the influence of individual factors important to the design of the research process on the ability of researchers to successfully conduct planned research.
- Describe, explain and evaluate the purpose of the research process and discuss and critically evaluate the

importance of formulating problems, hypotheses and objectives in any research.
- Identify and clarify possible applications of problem-based research and evaluate their importance for strategic decision-making in tourism.
- Recognize the difference between business management problems and marketing research problems and create, present and critically argue the 'translation' of the identified problem from one context to another.
- Assess the impact of current trends and anticipated global changes on potential applications of research in tourism.
- Create, present and critically argue a research project for a selected area or topic.
- Demonstrate the ability to take responsibility for the successful application of the principles of ethics and social responsibility in the conduct of research processes and scientific research and publication.

1.4. General course outline

Challenges of conceptualizing the research process.
- Application of research in strategic decision-making.
- Marketing research process.
- Assessing the importance of individual stages of the research process.
- Types of research - concept, purpose, areas of application, advantages and disadvantages.
- Methods, approaches and techniques of primary data collection.
- Challenges in conducting field research.
- Ethical aspects of research and scientific research and publishing.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____

1.6. Comments	

1.7. Students' obligations

Students' attendance and active participation in lectures and seminars will be appropriately assessed. In addition, the development of an individual project assignment (research project concept) is compulsory, with the aim of developing analytical skills and competences necessary to carry out critical phases of the marketing research process, as well as the ability to understand different approaches to overcome possible obstacles.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	2.0	Oral exam		Essay		Research	
Project	2.5	Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies.

1.10. Compulsory literature

- Marušić, M., Prebežac, D, Mikulić, J. (2019). Istraživanje turističkih tržišta (II. izmijenjeno i dopunjeno izdanje), Ekonomski fakultet – Zagreb, Zagreb.
- Iacobucci, D., Churchill, G. A. Jr., (2018). Marketing Research - Methodological Foundation, 12th ed., CreateSpace Independent Publishing Platform, Scotts Valley, Ca.

1.11. Supplementary literature

- Wilson, A., (2019). Marketing Research: Delivering Customer Insight, 4th ed., Red Globe Press, London.
- Veal, A., J. (2018) Research Methods for Leisure and Tourism, 5th ed., Pearson, Harlow.
- Statement on Professional Ethics (American Association of University Professors - https://www.aaup.org/report/statement-professional-ethics).
- The Research Ethics Guidebook: a Resource for Social Scientists (The Economic and Social Research Council, UK - http://www.ethicsguidebook.ac.uk/index.html).

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Vlado Dimovski, PhD, Full Professor	
Course title	Business management theories	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Obligatory	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (5+5+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The course objective is to encourage students to acquire knowledge, skills and competences on the basic laws of management in a more systematic and comprehensive manner. Through different teaching methods, the students will strive to acquire more knowledge, skills and competences on the basic laws of business management theory. The course objective is mirrored in the effort to acquire foundation skills, as well as new skills in planning, organizing, managing and controlling tasks in managerial positions as part of business decision-making – in order for the doctoral student to be able to follow the development of modern scientific approaches to management, with particular emphasis on learning the laws of learning organizations.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After having attended lectures and having passed the exam, the student should have developed general knowledge and an elementary understanding of the basic laws of the theory of business management, with particular emphasis on the tourism and hospitality industry with all its specifics. The student will also develop general and specific competences such as:

- The ability to apply and implement acquired knowledge in managing managerial functions when running a business organization.
- The ability to develop analytic and critical thinking about the general laws of learning organizations.
- Acquiring an adequate level of knowledge from the field of business management.
- The ability to apply basic managerial skills in how to organize, plan, control and lead a business organization.
- Encouraging the development of new theoretical foundations and their practical implementation in economic subjects.
- Developing specific theoretical skills in leadership in the tourism and hospitality industry.

1.4. General course outline

The course Theories of business management is defined by its content which is based on initial and basic (foundation) management theories. The general course outline is based on the need for the doctoral student to acquire a necessary theoretical basis about the development of management science and its laws, in order to enter the process of acquiring business management knowledge, skills and competences more easily and comprehensively. The laws of the developments of management science are closely linked to the historical development of science and technology. This course will present the basic laws for the development of management science as well as its basic functions. Business planning, applying adequate organizational structures, leadership and personell activities, as well as the management control system, make up the basic framework for the course which is intended for future students of the doctoral study programme "Business Economics in Tourism and Hospitality Industry".

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work		☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☒ other _____	

1.6. Comments	

1.7. Students' obligations

Student obligations are determined by the types of teaching (point 1.5) and in accordance with the Monitoring students` work defined in point 1.8.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper	1	Experimental work	
Written exam	0.9	Oral exam		Essay		Research	
Project		Continuous knowledge assessment		Report	1	Practical work	
Portfolio		Mentorship	0.6	Case study	1		

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies.

1.10. Compulsory literature

- Luthans, F. (2012), Organizational Behavior, 12th Ed., McGraw-Hill/ Irwin, New York.
- Thompson A., Strickland, A.J., Gamble, J.E. (2008), Strateški menadžment, Mate Zagreb, Zagreb.

1.11. Supplementary literature

- Schermerhorn J. (2013). Management, 13th Ed., Wiley, New York.
- Cerović Z. (2010). Hotelski menadžment, Fakultet za turistički i hotelski menadžment Opatija, Opatija.
- Dimovski V. i ostali (2006). Učeča se organizacija - Ustvarite podjetje znanja, Ekonomska fakulteta Ljubljana, Ljubljana.
- Walker J. (2017). Introduction to hospitality management, 5th Ed., Prentice Hall, New York.
- Barrows C., Powers T., Raynolds, D.R. (2017.). Introduction to Management in the Hospitality Industry, 10th Ed., Wiley, New York.
- Wang, H., Sui, Y., Luthans, F., Wang, D., Wu, Y., Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes, Journal of Organizational Behavior, Vol. 35, no.1, 5-21., New York 2014.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Josip Tica, PhD, Full Professor	
Co-lecturer	Craig A. Depken II, PhD, Full Professor	
Course title	Applied Econometrics	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The overall aim of the course is to present econometric analytical tools to PhD students with limited prior econometric experience. Students will be capable of identifying appropriate econometric technique given the research question and the available data. Students will be able to differentiate between different econometric models and understand the limitations and pitfalls of each estimator and method. Students will be exposed to basic concepts of epistemological problems such as correlation, causality and exogeneity with a special emphasis on quantitative methods used to solve problems of endogeneity in time series econometrics using OLS; IV, Granger, VAR, ECM and panel data analysis using FE; RE; PLS, FD, treatment, matching analysis and diff-and diff methodology.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

Students will be able to understand and elaborate on the basic problems of a quantitative approach to economic research. Students will be able to analyze an economic problem and make a choice of the appropriate methodology used to tackle chosen line of inquiry. Furthermore, students will be able to distinguish between time series and panel data analysis and make individual decisions regarding the collection of secondary data.

1.4. General course outline

Historical development of economic models: comparative static; dynamics and general equilibrium models; Empirical testing of Economic Theory; Correlation, Causality and Exogeneity; Data sources: primary vs. secondary data; Panel data, time series and cross-section data: pros and cons; Time series analysis: OLS, IV, VAR, Granger, ECM, weak exogeneity; Panel data analysis: FE; RE; PLS, FD, treatment, matching analysis and diff-and diff methodology.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☐ mentorship ☐ other _____
1.6. Comments		
1.7. Students' obligations		

Regular attendance, data collection, method selection and econometric assessment of selected topics using econometric techniques, written exam.

1.8. Monitoring students' work							
Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	4	Oral exam		Essay		Research	0.5
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio		Case study					

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam
The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies.

1.10. Compulsory literature
• Veerbeek, M., A Guide to Modern Econometrics, 2012, Wiley • Grant, D., Methods of Economic Research: Craftsmanship and Credibility in Applied Microeconomics, 2019, Springer

1.11. Supplementary literature
• Wooldridge, J.M., Introductory Econometrics, A Modern Approach, 2018, CENGAGE

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.
The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	**Zoran Sušanj, PhD, Full Professor**	
Course title	**Organizational Psychology**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

Provide an overview of theories and research on selected topics in organizational psychology: work motivation, leadership, and organizational climate and culture.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

Upon completion of the course, students are expected to be able to:
- critically evaluate various theories of work motivation and apply them to understanding and predicting organizational behavior;
- analyze the relationship between leader's personal characteristics, leadership style, and situational factors with leadership success;
- explain the importance of organizational climate and culture and their role in organizational development;
- integrate theoretical knowledge of organizational justice and ethical leadership and explain their application in the practice of human resource management and development.

1.4. General course outline

1. Subject and definition of organizational psychology.
2. Work motivation: content and process theories.
3. Motivational programs in organizations: methods and techniques.
4. Definitions and theories of leadership.
5. Applying leadership theories in management development.
6. Organizational climate and culture.
7. Service climate and service culture.
8. Ethics in organization.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☐ mentorship ☐ other _____
1.6. Comments		
1.7. Students' obligations		

Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.

1.8. Monitoring students' work

Attendance	0.25	Classroom participation	0.25	Seminar paper	2	Experimental work	
Written exam	1	Oral exam	1.5	Essay		Research	
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

A short review paper on the application of psychology in the work environment of tourism and hospitality organizations (seminar).
Written and oral examination in the area of the course content.

1.10. Compulsory literature

- Conte, J. M., Landy, F. J. (2018). Work in the 21st century: An introduction to industrial and organizational psychology (Sixth Edition). Hoboken: Wiley.
- Robbins, S.R., Judge, T.A. (2009). Organizacijsko ponašanje. Zagreb: Mate.

1.11. Supplementary literature

- Yukl, G. (2008). Rukovođenje u organizacijama, Jastrebarsko: Naklada Slap.
- Sušanj, Z. (2005). Organizacijska klima i kultura: Konceptualizacija i empirijsko istraživanje, Slap, Jastrebarsko.
- Bahtijarević-Šiber, F. (1999). Management ljudskih potencijala. Zagreb: Golden Marketing.
- Additional literature on the recommendation of the lecturer.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Vlado Galičić, PhD, Full Professor	
Course title	Managing corporate information systems	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	1st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (5+0+10)

1. COURSE DESCRIPTION

1.1. Course objectives

After having passed an exam on this course, students will be able to correctly interpret tasks, goals and functions of information systems, with particular emphasis on their application in tourism and hospitality. It is expected that after the exam students will be able to use an integral information system connected to the tourism and hospitality industry, as well as different kinds of information systems, depending on the level of management.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After having attended lectures and having passed the exam, it is expected that students will have developed the ability to participate in the planning, development, application and control of different kinds of information systems within a corporation. Students will gain competences in the management of information systems in the field of tourism and hospitality and skills in creating new segments of information systems. Furthermore, students will develop general and specific competences, such as:
- Acquiring theoretical and methodological functions of information systems.
- Acquiring an adequate level of knowledge in the field of information systems focused on its application in tourism and hospitality.
- Developing the ability to plan, organize and implement an integral information system in tourism and hospitality objects.
- The ability to develop new theoretical and practical solutions to implementing information systems in tourism and hospitality objects.
- The ability to adapt to new situations and the ability to communicate with experts from other areas.
- The ability to create different information systems depending on the level of management.

1.4. General course outline

Information systems. Components, functions, goals and tasks of information systems. Types of information systems. Planning and development of information systems. Conceptual organization of information systems for management needs. Managing information systems under the terms of process orientation. IT development of business and process functions. Integral information systems. Global distribution systems in tourism. Managing information systems in a BPR corporate environment. Organizational culture of corporations and information systems.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☐ mentorship ☐ other _____

1.6. Comments							

1.7. Students' obligations

Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	0.8	Oral exam		Essay		Research	0.5
Project		Continuous knowledge assessment	1	Report	0.6	Practical work	
Portfolio		Case study	0.6	Mentorship	1		

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies.

1.10. Compulsory literature

- Lucas, H.C., Information Technology for Management, 7th ed., McGraw-Hill/Irwin, New York, 2009.

1.11. Supplementary literature

- Jawadekar, B., Management Information Systems: Text and cases, McGraw Hill, New York, 2006.
- Laudon, K. C., Laudon, J. P., Management Information Systems: Managing the digital firm, 10th ed., PHI Learning Private Limited, New Delhi, 2007.
- Galičić, V., Šimunić, M., Informacijski sustavi i elektroničko poslovanje turizmu i hotelijerstvu, Sveučilište u Rijeci, Fakultet za turistički i hotelski menadžment u Opatiji, Opatija, 2006.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

COURSE DESCRIPTION		
Course instructor	**Žan Jan Oplotnik, PhD, Full Professor**	
Co-lecturer	**Sinisa Bogdan, PhD, Assistant Professor** **Suzana Baresa, PhD, Assistant Professor**	
Name of the course	**Investments and Capital Market**	
Study programme	**Postgraduate university doctoral study "Business Economics in Tourism and Hospitality Industry**"	
Status of the course	Elective	
Year of study	1st (fist)	
ECTS credits and manner of instruction	ECTS credits	5 ECTS
	Number of class hours (L+E+S)	15 (10+0+5)

1.   COURSE DESCRIPTION

1.1.   Course objectives

The aim of this course is to expand theoretical knowledge about the functioning of capital market, and develop the ability to: independently apply relevant models in assessing the value of financial assets, select investment strategy, manage investment portfolio, understand and apply the top-down securities analysis. Acquiring specific knowledge in the field of *portfolio theory* will enable understanding the effective allocation of assets.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After attending and passing this course the student will be able to:
- argue investments in different types of assets,
- compare and differentiate different investment strategies,
- evaluate the return and risk of the portfolio,
- create an efficient portfolio and determine the structure of the optimal risk portfolio,
- argue the theory of market efficiency,
- value equity and debt securities by top-down approach.

1.4.   General course outline

The Investment Environment. Financial Markets and instruments. Investors, Intermediaries and Ways of Investing. Portfolio theory. Risk and return. Diversification. Efficient frontier. Capital Asset Pricing Model. Arbitrage Pricing Theory. Efficient Market Hypothesis. Security analysis. Top-down approach.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ fieldwork	☒ individual assignments ☐ multimedia and network ☐ laboratories ☒ mentorship ☐ other

1.6. Comments

1.7. Students' obligations

Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.

1.8.   Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	1.5	Oral exam		Essay		Research	3
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9.   Methods and examples of evaluation of the learning outcomes during the course and on the final exam
Evaluation is done according to the description in the paragraph 1.8. of the Study Programme.

1.10. Compulsory literature
• Bodie, Zvi, Alex Kane, and Alan J. Marcus. 2006. *Počela ulaganja* [Investments]. 4. izd. Zagreb: Zagrebačka škola ekonomije i managemena, Mate doo.

1.11. Supplementary literature
• Reilly, Frank K., and Keith C. Brown. 2011. *Investment analysis and portfolio* management. 10th ed. Mason, OH: Cengage Learning. • Jordan, Bradford D., Thomas W. Miller, and Steven D. Dolvin. 2015. *Fundamentals of investments: Valuation and management*. New York: McGraw-Hill Education

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.
The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Štefan Bojnec, PhD., Full Professor	
Co-lecturer	Maja Nikšić Radić, PhD, Associate Professor	
Course title	**Global economic challenges**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The aim of this course is to encourage students to recognize and understand the global economic challenges that are essential for understanding business in today's interdependent global world. Special attention will be devoted to defining and evaluating the impact of FDI on the development process and the existing linkages between development strategies, international investment, international trade and enterprise development, and identifying global economic threats that affect the business environment with a particular focus on migration as a source of change in a business environment.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

- Demonstrate in-depth knowledge and understanding of key events, problems and issues that shape the area of international business (1).
- Argue your opinion and defend your position in the debate about the initiators and the trends of economic globalization (2).
- Collect and analyse real-world data for answering questions about trends and challenges in the current global business environment and presenting and explaining the results to other students in the form of debate on the relationship with the influence of globalization (3).
- Critically evaluate the foreign direct investment and the key elements of investment attractiveness (4).
- Critically evaluate the causes of international migration and link migration and development with regard to globalization of business (5).
- Analyse different views on socially sensitive global economic challenges in the contemporary economic environment (6).
- Apply advanced knowledge of global (7).

1.4. General course outline

The development of globalization.
Economic globalization and economic development (poverty, inequality, education).
The role of international trade and foreign direct investment.
Migration and Development (remittances, brain drain vs. brain gain, the precariat).
Global economic threats and impact on the business environment.
'Doughnut Economics' - Economy of the 21st Century.

1.5. Types of teaching	☒ lectures	☒ independent tasks
	☒ seminars and workshops	☐ multimedia and network

		☐ exercises		☐ lab	
		☐ distance learning		☒ mentorship	
		☐ field work		☐ other _____	

1.6. Comments	

1.7. Students' obligations

Students are expected to attend classes on a regular basis, prepare for teaching in the form of reading pre-selected selected texts and actively participate in seminar discussions and research work on selected topics.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	0.8	Oral exam		Essay		Research	1
Project		Continuous knowledge assessment	1	Report		Practical work	
Portfolio		Thematic debate	0.7	Mentorship	1		

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

Continuous knowledge assessment and written exam (Learning Outcomes - 1 to 6).
Independent tasks (Learning Outcomes - 3 to 6).
Research work (Learning outcomes - 7).

1.10. Compulsory literature

- Hill, C. W. L. G., Hult, T. M. (2015). Global Business Today. McGraw-Hill Education.
- Bodvarsson, Ö. B., Van den Berg, H. (2013). The Economics of Immigration: Theory and Policy; Springer.
- World Economic Forum (2019). The Global Risks Report 2019, 14th Edition. http://www3.weforum.org/docs/WEF_Global_Risks_Report_2019.pdf

1.11. Supplementary literature

- Lindauer, D. L., Perkins, D. H., Radelet, S., Block, S. A. (2013). Economics of Development. W. W. Norton & Co.
- Rodrik, D. (2012). The globalization paradox _ why global markets, states, and democracy can't coexist. Oxford University Press
- Broome, A. (2014). Issues and Actors in the Global Political Economy. Palgrave Macmillan.
- UNCTAD (2018). World Investment Report 2018 - Investment and New Industrial Policies. New York and Geneva. https://unctad.org/en/PublicationsLibrary/wir2018_en.pdf
- White, R., Bedassa Tadesse (2011). International Migration and Economic Development: Understanding the immigrant – trade link. Edward Elgar, USA.
- Castles, S., Haas, H. d., Miller, M. J. (2014). The Age of Migration: International Population Movements in the Modern World. 5th edition., Palgrave MacMillan.
- Raworth, K. (2017). Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist. Cornerstone Digital.

1.12.   Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Sandra Janković, PhD, Full Professor	
Co-lecturer	Dubravka Vlašić, PhD, Associate Professor	
Course title	**Accounting concepts and reporting systems in the hospitality industry**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

- To present a framework for external financial reporting and auditing in the hospitality industry, based on the international regulations (IFRS; US-GAAP, ISA) and research results.
- To present the development of management accounting and theoretical background for adapting internal accounting information in the hospitality industry, required for short- and long-term decision making.
- To acquire knowledge and skills for conducting accounting research.
- To develop the ability to choose appropriate qualitative and quantitative research methods in accounting and understand and explain research results, define the originality of the accounting research and contribution for further development.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After completing this course, students should be able to develop general knowledge in the field of accounting theories and external and internal reporting in the tourism and hospitality industry, to realize the following learning outcomes:

- Be able to connect accounting theories with accounting research and understand the interdependence of financial reports and theoretical framework.
- Critically consider different impacts on financial and management accounting development.
- Overcome the theoretical knowledge of management accounting and reporting system in the hospitality industry and be able to write a research paper.
- Understand, analyse and critically consider scientific papers from the accounting field.
- Be able to design and conduct research in accounting: develop instruments, collect data and choose the appropriate research methods.
- Develop skills for team work through group work and improve communication skills, analytical and critical thinking, as well as presentation skills.

1.4. General course outline

The course discusses different theoretical accounting concepts and reporting system and their application in scientific research. The emphasis is on qualitative and quantitative research methods in accounting and financial and non-financial reporting.

- The role of research in accounting: quantitative and qualitative research characteristics
- Understanding accounting theories (pragmatic, syntactic and normative) and their application in accounting

research.
- Financial reporting regulatory framework, with emphasis on international financial reporting standards.
- Choice, implementation and effects of accounting policies on financial reports.
- Importance and influence of fair value on accounting information in financial reporting.
- Four cost accounting paradigms: from absorption cost and development (paradigm A) to market-driven standard cost (paradigm D).
- A theoretical framework for cost and revenue measurement.
- Management accounting and the internal reporting systems in the tourism and hospitality industry.
- Accounting information for short- and long-term decision making: different approaches and reporting concepts.
- Sustainability reporting and social responsibility in the tourism and hospitality industry: regulatory framework and research results.
- Development of responsibility accounting and strategic accounting: possibilities for qualitative research and case study research.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____
1.6. Comments	PhD student chooses the activities that creatively contribute to the overcoming of the subject matter and, if possible, to the achievement of the goals of the doctoral dissertation and the answers to the research questions that is the proving of the hypotheses. Students are provided with the use of compulsory and supplementary examination literature and relevant databases.	

1.7. Students' obligations

PhD students should prepare a short scientific paper in the field of accounting. The paper could be a literature review or some kind of original scientific research using qualitative or quantitative research methods. The paper is also the basis for the assessment of the learning outcomes. The highest standards of academic integrity are expected of all PhD students. The paper should consist of the following elements:
- Introduction (motivation, research question, …).
- Literature review (relevant research frameworks/theories, hypotheses development, research model, …).
- Sample and methods (data sources, sample definitions, measurement of dependent and independent variables, statistical tests, research methods, …).
- Findings and discussion.
- Conclusion.
  List of references (use APA style).

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam		Oral exam	1	Essay		Research	3.5
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies.

1.10. Compulsory literature

- Chapman, C., D. Cooper, P Miller (2009): Accounting, Organizations and Institutions, Oxford University Press (selected chapters)
- Humphrey, C., B. Lee (2004): The Real Life Guide to Accounting Research: A Behind-the-Scenes View of Using

Qualitative Research Methods, Elsevier Science. (selected chapters)
- Hoque Z. (2006): Strategic Management Accounting, Concepts, Processes and Issues, 2nd Edition,Pearson Education Australia, Frenchs Forest, Australia. (selected chapters)
- Horngren, Ch. T., Datar, S.M., Foster, G, Rajan, M.V., Ittner, C.M. (2017): Cost Accounting - A Managerial Emphasis, 16th Ed. Pearson, Prentice Hall, Upper Saddle River, NJ 07458. (selected chapters)
- B. Ryan, R. Scapens, M. Theobald, V. Beattie (2002): Research Methods and Methodology in Finance and Accounting, 2nd edition, South-Western Cengage Learning. (selected chapters)
- M. Smith, (2017): Research methods in accounting, fourth edition. Los Angeles, SAGE (selected chapters)
- Scott, W. (2015): Financial Accounting Theory, 7th Edition, Pearson. (selected chapters)
- Robert K. Yin. (2014): Case Study Research Design and Methods 5th ed. Thousand Oaks, CA: Sage.

| *1.11. Supplementary literature* |

- GRI (2013) Global Reporting Initiative, G4 Sustainability Reporting Guidelines, Reporting Principles and Standard Disclosures & Implementation Manual, Amsterdam.
- IFRS International Financial Reporting Standards, International Financial Reporting Standards (IFRSs®) including international Accounting Standards and Interpretation, International Accounting Standard Board®, (IASs®), London.
- USALI (2014) Uniform System of Accounts for the Lodging Industry, 11 ed., American Hotel & Lodging Association.
- USAR (2012) The Uniform System of Accounts for Restaurants – A guide to standardized restaurant accounting, financial controls, record-keeping and relevant tax matters, 8 Ed.; Laventhol & Horwath with National Restaurants Association.
- USFRS (2005) Uniform System of Financial Reporting for Spas, International SPA Association, Lexington Kentucky, Educational Institute American Hotel & Lodging Association Orlando, Florida
- Werther, W.B., Chandler, D.B. (2011) Strategic Corporate Social Responsibility, SAGE Publications, London, UK.

JOURNALS:
- Management accounting research, ISSN: 1044-5005, Elsevier https://www.journals.elsevier.com/management-accounting-research
- Journal of Management Accounting Research, ISSN: 10492127, 15588033, American Accounting Association, http://aaahq.org/MAS/JMAR
- Accounting, Auditing & Accountability Journal, ISSN: 0951-3574, Emerald http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=aaaj
- European Accounting Review, EAA, https://www.tandfonline.com/toc/rear20/current

| *1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.* |

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Goran Karanović, PhD, Associate Professor	
Co-lecturer	Laurentiu Droj, PhD, Associate Professor	
Course title	Corporate finance	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2nd(second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The general objective of the subject is to develop the competencies required to make adequate financial and investment decisions in corporations. The specific objective of this course is to enable students to independently perform financial and investment analyses based on available data. The subject is direct on developing and acquiring the competences of participants on the perception and application of fundamental modern financial theories in corporate governance. In addition, the subject's objective is to enable students to be able to apply econometric models and statistical techniques related to theoretically fundamentally related to corporate finance such as: making individual investment decisions, measuring risk, asset valuation, measuring stochastic domination, arbitrage price theory, valuation option.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After attending and passed course the students will be able to:
- Independently develop corporate financial policies.
- Apply an adequate econometric model for choosing an optimal investment decision.
- Make the optimal financial decision.

1.4. General course outline

Optimal investment decision due to insecurity, CAMP, capital structure, initial public offer, risk measurement, property valuation, stochastic domination, arbitrage price theory, options.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☐ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☒ case studies
1.6. Comments		
1.7. Students' obligations		

Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.

1.8. Monitoring students' work								
Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam		Oral exam	1	Essay		Research	
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio				Critical review	1	Case study	2.5

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes are evaluated in the form of a project assignment, a critical presentation and a final exam.
Learning outcomes are evaluated by percentages (max. 100%).
Case study, 50%
Critical review 30%
Oral Final Exam 20%

1.10. Compulsory literature

- Brigham, D. (2019). *Intermediate Financial Management*, 13th ed., Cengage.
- Campbell, J.Y. (2018). *Financial Decisions and Markets*, Princeton University Press.
- Back, K., (2010). *Asset Pricing and Portfolio Choice Theory*, Oxford University Press.
- Tsay, R.S., (2010). *Analysis of Time Series*, University of Chicago, 3rd ed., A Wiley – Interscience Publication.

1.11. Supplementary literature

- Tirole, J. (2006). *The Theory of Corporate Finance*, Princeton University Press.
- Damodaran, A. (2014). *Applied Corporate Finance*. 4th. ed., John Wiley and Sons.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

COURSE DESCRIPTION		
Course instructor	Josip Mikulić, PhD, Associate Professor	
Name of the course	Structural Equations Modelling	
Study programme	Postgraduate university doctoral study "Business Economics in Tourism and Hospitality Industry"	
Status of the course	Elective	
Year of study	2nd (second)	
ECTS credits and manner of instruction	ECTS credits	5
	Number of class hours (L+E+S)	15 (10+0+5)

1.   COURSE DESCRIPTION

1.1. Course objectives

The aim of this course is to provide a user-friendly introduction to structural equations modelling (SEM). It is intended for non-experienced users and its emphasis is on understanding basic SEM principles and its application in scholarly research. This course takes a dominantly applied approach so advanced statistical knowledge is not required. Participants should however have a basic understanding of multivariate statistical methods. The course units are designed to familiarize participants with the whole process of estimating SEM models, from conceptualizing, over estimating, to evaluating SEM models. Particular attention will be devoted to issues of measurement mode choice (formative versus reflective) and quality criteria in assessing measurement and structural models. After the introduction to SEM as an analytical approach, participants will experience SEM in a hands-on approach using the SmartPLS program in interactive seminar sessions.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

- Gain an understanding of the rationale of using latent variables and composite variables in research.
- Understand the differences between reflective and formative modelling approaches and be able to choose the appropriate measurement mode.
- Be able to specify and estimate a structural model using the SmartPLS program.
- Be able to evaluate the quality of measurement models and structural models using common criteria used in scholarly research.

1.4. Course content

- Rationale of latent variables and composite variables.
- Basic concepts of structural equations modelling.
- PLS-SEM versus CB-SEM. Formative versus reflective modelling.
- Introduction to the SmartPLS program.
- Specifying path models. Data examination.
- Assessing measurement model quality.
- Assessing structural model quality.
- Outlook into contemporary issues in SEM.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☒ exercises ☐ distance learning ☐ fieldwork	☒ individual assignments ☐ multimedia and network ☒ laboratories ☐ mentorship ☐ other

1.6. Comments	

1.7. Students' obligations

- Active course participation.
- In order to participate in this course, students should download the free trial version of the SmartPLS program from www.smartpls.com.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	1	Oral exam		Essay		Research	
Project	3.5	Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

Evaluation is done according to the description in the paragraph 1.8. of the Study Programme.
Written exam.
Individual model construction and assessment using SEM program.

1.10. Compulsory literature

- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). A primer on partial least squares structural equation modeling (PLS-SEM). Sage publications.
- Rasoolimanesh, M., Ali, F., Mikulić, J., Dogan, S. (2023). Reflective and Composite Scales in Tourism and Hospitality Research: Revising the Scale Development Procedure. International Journal of Contemporary Hospitality Management, 35(2), 589-601.
- Mikulić, J. (2022). Fallacy of Higher-Order Reflective Constructs. Tourism Management, 89, 104449.
- Rasoolimanesh, S. M., Wang, M., Mikulić, J., Kunasekara, P., (2021). A Critical Review of Moderation Analysis in Tourism and Hospitality Research Toward Robust Guidelines. International Journal of Contemporary Hospitality Management, 33(12), 4311-4333.
- Mikulić, J., & Ryan, C. (2018). Reflective versus formative confusion in SEM based tourism research: A critical comment. Tourism Management, 68, 465-469.
- Mikulić, J. (2018). Towards an end of measurement misspecification in tourism research: Grammar of theoretical constructs, focus of thought and mind traps. Tourism Management, 68, 444-449.

1.11. Supplementary literature

- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). Advanced issues in partial least squares structural equation modeling. Sage publications.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Kristina Črnjar, PhD, Associate Professor	
Co-lecturer	Zijada Rahimić, PhD, Full Professor Marija Ivaniš, PhD, Associate Professor	
Course title	**International human resource management**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The objective of the course is to get acquainted with the basic principles and processes of international human capital management. Students will study principles, functions and processes of human resources management and apply them in the international settings. Through case studies and seminar work, students will improve their personal competencies in dealing with issues arising from the specific of HRM in an international environment.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After completing this course student will:
- Demonstrate an increased understanding of international human resources management concepts, issues, processes, tools and methods.
- Recognize and understand the key role different components (culture, organization etc.) have in shaping international human resource management practices.
- Acquire skills and tools to design and develop a successful international human resource management programs and practices for the multicultural organization.
- Effectively implement specific international human resources management functions, processes and activities in the multinational organization.
- Comprehend the impact international human resource management policies and practices will have on employees.
- Identify and understand different challenges of transferring human resource management practices from one country to another.

1.4. General course outline

International Human Resource Management (IHRM) includes a specific set of activities aimed at effectively managing human resources at the international level towards achieving organizational objectives, competitiveness and sustainability. Implementation of typical human resources management functions (recruitment, selection, training and development, performance appraisal etc.) and the foreign environment in which the organization operates is the focus of this course. It explores the complexity of international human resources management in multinational organizations. The first part of the course content will set the scene and explain why international human resources are so important to the success of the international business. Emphasis is on specific key components of the context within which IHRM operates and which determines the nature of IHRM. A comprehensive overview of policies, practices, IHRM trends and future challenges is given and discussed in the second part. The purpose of this course is to provide students with a comprehensive and deep understanding of basic issues and practices related to the major HRM functions within the

international context.		

1.5. Types of teaching	☒ lectures ☒ I seminars and workshops ☐ exercises ☒ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____
1.6. Comments		

1.7. Students' obligations

Students are expected to attend lessons (at least 75%) on a regular basis and engage in solving diverse case studies that will follow different topics. Students should actively use the available resources on the platform for online education when preparing individual assignments and seminar work. This work and other material will provide the basis for the active involvement of students in the discussion within the lecture.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper	1	Experimental work	
Written exam		Oral exam	2	Essay		Research	
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio		Case study	1.5				

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

A systematic evaluation of the attained level of knowledge during regular classroom activities and teacher consultations in a way that detects the level of acquired knowledge and student activity through their individual work (check-up, literature research, case studies, using the internet, evaluating practical achievements...).

1.10. Compulsory literature

- Dowling, Peter J; Festing, Marion; Engle, Allen (2013). International Human Resource Management. 6th ed. Cengage Learning EMEA
- Bahtijarević-Šiber, F. (2014). Strateški menadžment ljudskih potencijala: suvremeni trendovi i izazovi, Školska knjiga, Zagreb.

1.11. Supplementary literature

- Vance, Charles M; Paik, Yongsun (2015). Managing a Global Workforce: challenges and opportunities in international human resources management. 3rd ed. New York: Routledge
- Dickmann, Michael; Brewster, Chris, Sparrow, Paul (2016). International Human Resource Management: Contemporary HR Issues in Europe (Global HRM). 3rd ed. New York: Routledge
- Vujić, V. (2008). Menadžment ljudskoga kapitala, Rijeka: Sveučilište u Rijeci

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Marko Perić, PhD, Associate Professor	
Co-lecturer	Janez Mekinc, PhD, Associate Professor	
Course title	**Project management**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

The aim of the course is to explain the role of projects and project management in establishing and developing both simple and complex business systems in the economy from a scientific and practical point of view. The emphasis is on the distinction between strategic and operative approaches to designing projects. In addition to basic processes and knowledge areas in project planning and implementation, this also implies the broader context of intensive technology development and rapid and specific changes in the environment.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After passing the exam, students will be able to:
properly interpret the strategic and operational context of projects and project management in the development of business systems:
- Understand the multidisciplinarity of project management and anticipate the need for its adaptation to the conditions of accelerated technology development and changes in the global environment.
- Differentiate and explain the individual project management process groups and knowledge areas and explain their relationship.
- Understand and differentiate the roles and characteristics of project managers and leaders.
- Explain ways of integrating project teams (especially virtual teams) into the business system.
- Properly implement tools and techniques for planning, implementing and controlling project activities.
- Distinguish between the basic qualitative and quantitative criteria for project selection.
- Explain the differences between project effectiveness and efficiency.
- Explain the main characteristics and the specificities of planning and implementation of research projects.
- Design its own project proposal and critically evaluate and interpret its results in relation to key risks and constraints.

1.4. General course outline

Strategic and operational context of project management.
Changes in the business environment and projects.
Basic principles and variables of project management.
Project life cycle.
Project management process groups – Initiating, Planning, Executing, Monitoring and Controlling, Closing.
Project management knowledge areas – Integration, Scope, Schedule, Cost, Quality, Resources, Communication, Risk,

Procurement, Stakeholders.
Tools and techniques of planning, implementation and control of project activities.
Project organization, establishment and integration of project teams into the business system/organization.
Project-oriented business systems.
Virtual project teams.
The role and competences of a project manager - the (in)consistency of theory and practice.
The project manager or leader?
Qualitative and quantitative criteria for project selection and implementation.
Project effectiveness and efficiency.
Research projects – specificities of planning and implementation.
Perspectives of project management development – technology development, digitization, artificial intelligence and software applications.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____

1.6. Comments	

1.7. Students' obligations

Class attendance, creating project assignment and final exam.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam		Oral exam	1.5	Essay		Research	1.5
Project	1.5	Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The student's work for the course will be evaluated and assessed according to the Rulebook on postgraduate university doctoral studies of the Faculty of Tourism and Hospitality Management. Students prepare their own research project. Project design, written elaboration and oral presentation of project results are evaluated (70% of total grade). Final oral exam of knowledge is 30% of the total grade.

1.10. Compulsory literature

- Wysocki, R.K. (2019). Effective Project Management: Traditional, Agile, Extreme, Eighth Edition. Indianapolis, IN: John Wiley & Sons, Inc.
- Madsen, S. (2015). The Power of Project Leadership: 7 Keys to Help You Transform from Project Manager to Project Leader. London: Kogan Page Limited.

1.11. Supplementary literature

- Project Management Institute (2017). A Guide to the Project management Body of Knowledge (PMBOK Guide), Sixth Edition. Newtown Square, PA: Project Management Institute.
- do Vale, J.W.S.P., Nunes, B., & de Carvalho, M.M. (2018). Project Managers' Competences: What Do Job Advertisements and the Academic Literature Say? Project Management Journal, 49 (3), 82-97.
- Zidane, Y.J-T., & Olsson, N.O.E. (2017). Defining project efficiency, effectiveness and efficacy. International Journal of Managing Projects in Business, 10 (3), 621-641.
- Collyer, S. (2016). Culture, Communication, and Leadership for Projects in Dynamic Environments. Project Management Journal, 47 (6), 111–125.
- Gilson, L.L., Maynard, M.T., Young, N.C.J., Vartiainen, M, & Hakonen, M. (2015). Virtual Teams Research: 10 Years,

10 Themes, and 10 Opportunities. Journal of Management, 41 (5), 1313-1337.
- Cetinski, V., Perić, M. (2013). Projektni menadžment. Opatija: Fakultet za menadžment u turizmu i ugostiteljstvu.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Sabina Hodžić, PhD, Associate Professor	
Co-lecturer	Aleksander Aristovnik, PhD, Full Professor	
Course title	Taxes and business strategy	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION
1.1. Course objectives
The course objectives are: to acquaint students with tax strategy, tax planning, elements of fiscal systems in the world, the basics of fiscal policy and tax planning in different countries; to acquire necessary knowledge and skills to analyze the influence of fiscal systems and fiscal policy on the business making of entrepreneurs and business strategy, to develop an awareness and feeling for the way in which fiscal systems function and their cause-effect relations; and the ability to use different fiscal systems in business planning and tax strategy business.
1.2. Terms for enrolment
None.
1.3. Expected learning outcomes
After having attended lectures and having passed the exam, students will have developed a general knowledge and foundation understanding of basic concepts of business politics, as well as the influence and importance of taxes and tax policy on business policy. Furthermore, they are expected to develop general and specific competences such as: - Developing a skilful analytic and synthetic way of thinking about tax influence and taxation on the success of the business policy.   - The ability to interpret and implement theoretical principles of the effects of tax policy.   - To learn the methodology of tax planning and encourage the creative usage of acquired knowledge as well as the ability to use tax planning as a means for increasing the company's profit.   - Developing the ability to analyze and interpret tax planning.   - The ability to develop and implement new tax plans.   - The ability to develop new tax strategies and to implement them in corporate politics.
1.4. General course outline
Introduction to tax business strategy and tax planning. Types of tax planning. Restrictions in the behaviour of tax payers. Choice of the optimal organizational form. Implicit and explicit taxation. Exempt expenses and tax planning. Marginal tax rates and dynamic tax planning. Compensation components and tax planning. Taxation and merging, separating and combining companies. Taxes and investments. Investment decision-making. Pensions and retirement planning (ESOP and others). Multinational tax planning and deciding on investing. The return of international tax and switching income. Transfer prices etc.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____
1.6. Comments		

1.7. Students' obligations
Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.

1.8. Monitoring students' work

Attendance	0.3	Classroom participation	0.2	Seminar paper	1	Experimental work	
Written exam	1	Oral exam		Essay	0.5	Research	1
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio				Mentorship	1		

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam
In order to evaluate the learning outcomes during the course, a written exam, independent assignments as well as an essay assignment will be applied for the purposeful reflection of a certain attitude.

1.10. Compulsory literature
• Scholes, M.S. et al., Taxes and Business Strategy: A Planning Approach – 5th Edition., Pearson., 2014. • Stiglitz, J. E. and Rosengard, J. K. Economics of the Public Sector: Fourth International Edition. WW Norton & Company, 2015. (selected chapters) • Shah, A., Macro Federalism and Local Finance, World Bank, 2008. (selected chapters) • Roller, D. Fiskalni sustavi i oporezivanje poduzeća – osnovni dio, RRIF., 2009. (selected chapters)

1.11. Supplementary literature
• Miller, P. and Hardy, G., Taxation of Company Reorganisations, 5th Edition, Bloomsbury Professional, 2016. • Miller, A. and Oats, L., Principles of International Taxation, 5th Edition, Bloomsbury Professional, 2016. • King, E., Transfer Pricing and Corporate Taxation: Problems, Practical Implications and Proposed Solutions, Springer Science + Business Media, 2009. • Tax Handbook, International Bureau of Fiscal Documentation, Amsterdam, 2006.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.
The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Christian Stipanović, PhD, Full Professor	
Co-lecturer	Elena Rudan, PhD, Associate Professor	
Course title	Strategic planning and development	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION
1.1. Course objectives
Course objectives are: to acquire theoretical knowledge in development concepts and strategic planning, to define new tourist trends and challenges of tourism market dynamics, to develop new strategic planning processes for tourism enterprises (destination), to analyze problematic situations, market research, to qualify and quantify the current state of the company, to analyze external and internal surroundings, to develop strategic thinking and anticipate the future (destination), to create a system of company goals development (destination), to come up with alternative development strategies, to evaluate potential strategies, to select strategies, carry out strategies and controls, to implement new value systems and strategic approaches oriented towards the competition, to optimize risk management processes, to use scenario planning for innovation development, strategies development, business development and transformation in order to gain best exploration on knowledge management capability with innovative approach.
1.2. Terms for enrolment
None.
1.3. Expected learning outcomes
This course enables PhD students to acquire the following learning outcomes: to critically analyze and evaluate the theoretical concepts of strategic development and planning, to define the theoretical determinants of development concept, to analyze the anticipating changes and trends of tourism in XXI. century, to evaluate the Scenario planning, to predict future processes, to evaluate opportunities in creating competitive advantages based on innovations (speed), as well as to implement new strategic approaches for the enterprise (destination) and to affirm new value systems based on intellectual capital and change, to define business goals, to support innovation of tourism supply chain management, to propose, rank and validate the development strategies which provide the greatest success potential in turbulent tourism market, to develop business policies, processes and activities in tourism industry of 21st century, to justify the opportunities and benefits of networking and collaboration, to estimate model for entrepreneurship (new firm creation), innovation and economic growth, to implement the management of innovation in the hotel industry.
1.4. General course outline
Origins of strategic planning and models of development concepts. Research and development. Challenges of the dynamic tourism market of the 21st century. Models of competition in tourism. Situational analysis of businesses. Modern methods of strategic company management. Systematization of development goals. Scenario planning. Potential strategies and methods of forming strategies. Decision making in business. Value chain optimization. Implementing strategies and controls. Entrepreneurship and business innovation as a development key. New strategic orientations of modern hotel and tourism businesses.

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☐ mentorship ☐ other _____

1.6. Comments	

1.7. Students' obligations

Ph.D. students are required to attend classes, write and present a term paper and essays, and take preliminary exams and the final exam.

1.8. Monitoring students' work

Attendance	0.5	Classroom participation		Seminar paper	1.3	Experimental work	
Written exam	1.4	Oral exam		Essay	0.4	Research	
Project		Continuous knowledge assessment	1.4	Report		Practical work	
Portfolio		Case study		Mentorship			

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

Teaching activity - knowledge assessment through verbal and written consultations, continuous assessment of knowledge - two colloquia with open questions, seminar work - practical example of a strategic plan and concept of development of a specific hotel-tourist enterprise or destination and presentation of seminar work, essay - by explaining and linking keywords. written exam - open exam with open questions

1.10. Compulsory literature

- Evans, N.: Strategic Management for Tourism, Hospitality and Events, Routledge, London – New York, 2015.
- Hitt, M., Ireland, R. D., Hosskinson, R.: Strategic Management: Competitiveness & Globalisation: Concepts and Cases, Cengage Learning Cop., Stamford, 2015.

1.11. Supplementary literature

- Gutić, D., Paliaga, M.: Strateški menadžment, Studio HS internet, Osijek, 2017.
- Horvat, Đ., Perkov, D., Trojak, N.: Strategijsko upravljanje i konkurentnost u novoj ekonomiji, Effectus, Zagreb, 2017.
- Mencer, I.: Strateško planiranje – Upravljanje razvojem poduzeća, TEB. Zagreb, 2012.
- Okumus, F.: Strategic Management for Hospitality and Tourism, Butterworth_Heinemann, Oxford, 2010.
- Rimmington, M., Morrison, A., Williams, C., Entrepreneurship in the Hospitality, Tourism and Leisure Industries, Routledge, New York, 2016.
- Stipanović, C.: Koncepcija i strategija razvoja u turizmu – Sustav i poslovna politika, Fakultet za turistički i hotelski menadžment u Opatiji, Opatija, 2006.
- Wheelen, T. L.: Concepts in Strategic Management and Business Policy: Achieving Sustainability, Upper Saddle River: Prentice Hall, Pearsom, 2010.

1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.

General information		
Course coordinator	Helga Maškarin Ribarić, PhD, Full Professor Lorena Dadić Fruk, Assistant Professor	
Course title	**Corporate controlling**	
Program	Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours (Lectures + Exercises + Seminars)	15 (10+0+5)

1. COURSE DESCRIPTION

1.1. Course objectives

To master the current strategic and operational controlling theory and to give practical examples from corporate practice in those corporations that achieve good business results and that are socially responsible.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

It is expected that students will, after having passed the final exam in Corporate controlling, be able to:
- Correctly interpret basic concepts and correctly implement modern standard controlling and quality systems in a corporation.
- Apply foundation knowledge about indicators, methods and models of business excellence and evaluating business results in practice.
- Create new ideas and new theoretical foundations for the advancement of monitoring corporate results.
- Develop criticism and self-criticism and to accept diversity and multiculturality in the international system of measuring and evaluating business results.
- Communicate with experts from other areas, all with the purpose of establishing a modern system of controlling and quality.

1.4. General course outline

Corporate controlling entails strategic and operational management of the corporate business result and product and service quality management with an emphasis on corporate social responsibility. Indicators, methods and models of business excellence are covered, as well as European and international systems of measuring and evaluating business results and standard success and social responsibility indicators (EFQM, MBNQA, BSC).

1.5. Types of teaching	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____
1.6. Comments		
1.7. Students' obligations		

Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.

1.8. Monitoring students' work							
Attendance	0.5	Classroom participation		Seminar paper		Experimental work	
Written exam	1.5	Oral exam		Essay		Research	3
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio							

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam

The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.8 and in accordance with the UNIRI Rulebook on Studies. For example short research on the subject matter of the course in agreement with the lecturer.

1.10. Compulsory literature

- Bourne, M., Bourne, P. (2011) Handbook of Corporate Performance Management, Wiley.
- Cokins, G. (2009) Performance Management, Integrating Strategy, Execution, Methodologies, Risk, and Analytics, Wiley.

1.11.   Supplementary literature

- Merchant, K.A., Van der Stede, W.A. (2017) Management Control Systems, Performance Measurement, Evaluation and Incentives, 4th Edition, Pearson Education Limited.
- Anthony, R., Govindarajan, V., Hartmann, F., Kraus, K., Nilsson, G. (2014) Management Control Systems, McGraw-Hill.

1.12.   Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.

The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.