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

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

Study Director

Ana Čuić Tanković, PhD, Associate Professor

Opatija, December 2024

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General information		
Course coordinator	Irena Ateljević, PhD	
Course title	Qualitative methodology	
Program	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	☒ independent tasks
	☒ seminars and workshops	☐ multimedia and network
	☒ exercises	☐ lab
	☐ distance learning	☐ mentorship
	☐ field work	☐ 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	X	Classroom participation	X	Seminar paper	X	Experimental work	
Written exam		Oral exam	X	Essay	X	Research	
Project	X	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.

General information		
Course coordinator	**Tea Baldigara, PhD, Full Professor**	
Course title	**Quantitative methods in business economics**	
Program	**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.

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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	X	Classroom participation		Seminar paper		Experimental work	
Written exam	X	Oral exam	X	Essay		Research	
Project	X	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.

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General information		
Course coordinator	**Darko Prebežac, PhD, Full Professor**	
Course title	**Conceptualization of the research process**	
Program	**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.

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General information		
Course coordinator	Vlado Dimovski, PhD, Full Professor	
Course title	Business management theories	
Program	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.

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General information		
Course coordinator	**Dragan Magaš, PhD, Full Professor**	
Course title	**Managing international tourist flows**	
Program	**Postgraduate University Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective **(Note: Course deactivated, not offered in the current academic year)**	
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

To offer students knowledge about the modern management of international tourist flows. To understand the management of international tourist flows with the purpose of increasing the efficiency of decision-making in tourism on a macro and micro level

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After having attended lectures and having passed the exam, students should have learned how to recognize, differentiate, understand and predict new global trends in tourism, which should enable them to work successfully in an international environment. Students should acquire the ability to critically observe international tourist flows and the development of critical thought about their scientific characteristics, as well as to measure the efficiency of undertaken activities. At the same time, students should be able to state their opinion about the role and significance of international tourist flows in the modern tourism business, and should develop general and specific competences such as:

- The ability to understand tourism-related terms and categories.
- The ability to recognize and choose a management approach for international tourist flows.
- The ability to apply theoretical knowledge and skills in order to solve issues in managing international tourist flows.
- The ability to understand managing international tourist flows with the purpose of increasing efficiency of decision-making in tourism on a macro and micro level.
- The ability to apply the newest findings and methodological laws in tourism in their research.
- Encouraging new ideas and the ability to implement new theoretical solutions related to managing international tourist flows.

1.4. General course outline

Tourism trends. The role of the public sector in tourism. State intervention as an organized, permanent and flexible approach to tourism planning. Alternative forms of tourism. Destination tourism. Sustainable development of tourism. Supply and demand, sociodemographic changes and sociocultural aspects. Long-term tourism planning instead of short-term profit-maximizing. Integral planning. Overview of trends and forecasts for the 21st century.

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

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				field work			☐ 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	0.7	Experimental work	
Written exam	0.8	Oral exam		Essay		Research	1
Project		Continuous knowledge assessment	1	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
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

- Sharpley, R. and Telfer, D.J. (Eds.): Tourism and Development (2nd Ed.): Concepts and Issues, Chanel View Publications, Bristol, 2015.
- Cooper, C. at al.: Ekonomija turizma – načela i praksa, Ekonomski fakultet Split, 2008.
- Mountinho, L.: Strateški menadžment u turizmu, Masmedia, Zagreb, 2005.
- Okumus, F., Altinay, L. and Chathoth, P. K..: Strategic Management in the International Hospitality and Tourism Industry, Elsevier, Oxford 2010.
- Weaver, D. and Lawton, L.: Tourism Management, 5th Ed., Wiley, New York 2014.

1.11. Supplementary literature

- Buhalis, D. and Costa, C.: Tourism Management Dynamics: Trends, Management and Tools, Elsevier Butterworth-Heinemann, Oxford 2006.
- Magaš, D.: Destinacijski menadžment – modeli i tehnike, Sveučilište u Rijeci, Fakultet za turistički i hotelski menadžment, Opatija 2008.
- Chang, P. R. (Ed.): Tourism Management in the 21st Century, Nova Science Publishers, Inc., New York, 2007.
- Kozak, N. and Kozak, M.: Tourism Development, Cambridge Scholars Publishing, Newcastle 2015.
- Mason, P.: Tourism Impacts, Planning and Management, Elsevier, Oxford 2007.
- Page, S.: Tourism Management - Managing for Change, 3rd Ed. Butterworth-Heinemann, Oxford 2009.
- Reisinger, Y. and Dimanche, F.: International Tourism cultures and behavior, Routledge, New York 2012.

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.

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General information		
Course coordinator	Slobodan Ivanović, PhD,	
Co-lecturer	Ace Milenkovski, PhD, Full Professor	
Course title	**Strategic corporate management**	
Program	**Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective (**Note: Course deactivated, not offered in the current academic year**)	
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 course objectives are based on consolidating and acquiring new knowledge on strategic corporate management, which is rightfully connected to the relationship between power, influence, jurisdiction and responsibility within business systems. Practical examples will demonstrate that corporate management determines and provides the answer to questions such as: what is the importance of an efficient strategic approach to corporate management; who supervises the corporation and why, how is a corporation managed and in whose interest, who should supervise the work of the corporation and in what way, what is the relationship between owner and managers, minority and majority shareholders like; in what way are the rights of minority shareholders protected; what is the relationship of the corporation towards the public and towards potential investors; how are other influential interest groups involved in corporate affairs and how are their rights protected and their demands considered; how is the social responsibility of the company demonstrated.

The course objective of strategic corporate management is that the research, deliberation and conclusions made about strategic corporate management are made with respect to the context of achievements brought and developed by the modern scientific and technologic revolution, with respect to the reality, i.e. to their practical application. An interdisciplinary expert approach will offer the students the possibility to acquire a wide and in-depth knowledge in the field of strategic corporate management and will also provide them with strong methodological skills. In one word, the course objective is to provide a rigorous, interesting and pleasant conceptual framework, research methods and pragmatic applications of corporate management, which will enable the students to conduct independent scientific research.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After having attended the lectures and having passed the exam, students will have acquired general knowledge and a basic understanding of the elementary laws of strategic corporate management, with particular emphasis on strategic corporate management in the tourism and hospitality industry with all its particularities. They will also develop general and specific competences such as:

- The ability to describe and interpret basic terms related to corporate management.
- To adopt a logical process of collecting information with respect to managing successful corporations, their analysis and synthesis and their use for further scientific research.
- The ability to perceive good concrete worldwide examples of efficient corporate management strategies and their possible application to practice according to the law of the Republic of Croatia.
- Developing the ability to communicate well and to work within a team according to the principle of logical behaviour, as well as inductive and deductive reasoning.

- To be able to formulate and test, on a scientific basis, the proposed hypotheses regarding strategic corporate management and individual business functions within the corporation.
- To be able to judge in which way to critically assess the validity of one's ideas, to choose the best option for the corporation and to defend one's personal opinion, or decision, by naming the arguments that lead to it.

1.4. General course outline

Introduction to the strategic process and approach to managing a corporation. Concepts, systems and scientific theories of corporate management. Politics of implementing a strategy and finding a business logic that causes it in practice. Phases of the process of implementing a strategy and details of the system through cycles of strategic reflection, planning, actualization and control. Strategy and business success of a corporation. Strategic response by introducing change and innovation to doing business. Methods and techniques for controlling the applied strategy.

Strategic analysis of outside mechanisms of corporate management. Legislative and regulatory framework of corporate management in the Republic of Croatia when compared to the EU. Principles of promoting corporate management among the participants of the capital market and institutional investors. Market model for corporate control of the efficiency of the company management. Social responsibility of a company and corporate management. Concept, principles, tools and various stakeholder corporations in real life. Valuable guidelines for corporate management.

Internal mechanisms of corporate management through the role and significance of the supervisory board. Principles of corporate control. Principles of rewarding and stimulating top managers. Financial and accounting reports as an important source of information in corporate management. Internal and external reviews with respect to corporate management. Efficient informational systems and IT surroundings as regulators of a corporate system.

Corporate communication and its significance for successful management and development of an efficient corporate strategy. Formulating strategies on a corporate, business and functional level. Selection, implementation and evaluation of a chosen strategy. Managing corporate operations. Business philosophy and the code of conduct for managing human resources in a corporation.

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	0.2	Research	0.5
Project	0.6	Continuous knowledge assessment	1	Report		Practical work	
Portfolio		Case study	0.4	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

- Aluchna, M., Idowu, S.O. (eds.), (2017). Responsible Corporate Governance, Towards Sustainable and Effective Governance Structures, Springer International Publishing.
- Bob Tricker, B. (2017) Corporate Governance: Principles, Policies, and Practices, Oxford University Press.
- Emeagwali, O. L. (ed.) (2017) Corporate Governance and Strategic Decision Making, IntechOpen

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1.11. Supplementary literature
• Daidj, N. (2016). Strategy, Structure and Corporate Governance, Expressing inter-firm networks and group-affiliated companies, 1st Edition, Routledge.   • Larcker, D.F., Tayan, B. (2015). Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences, 2nd Edition, Pearson FT Press.   • Zanda, G. (2012). Corporate Management in a Knowledge-Based Economy, Palgrave Macmillan UK.   • Moon, J., Orlitzky, M., Whelan, G. (editors) (2010). Corporate Governance and Business Ethics, Edward Elgar Publishing.
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.

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General information		
Course coordinator	Vlado Galičić, PhD, Full Professor	
Course title	**Managing corporate information systems**	
Program	**Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective (**Note: Course deactivated, not offered in the current academic year**)	
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 _____

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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.

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General information		
Course coordinator	Josip Tica, PhD, Full Professor	
Co-lecturer	Craig A. Depken II, PhD, Full Professor	
Course title	Applied Econometrics	
Program	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.

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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	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

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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	**Dina Lončarić, PhD, Associate Professor**
Co-lecturer	**Marcel Meler, PhD, Professor Emeritus**
Course title	**Marketing management of services**
Program	**Doctoral Study "Business Economics in Tourism and Hospitality Industry"**
Course status	Elective **(Note: Course deactivated, not offered in the current academic year)**
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

To introduce students to the scientific character, form and purpose of tourism and hospitality services. The emphasis lies on the development of marketing strategies and programmes to apply it to a chosen target market, as well as the structuring and placement of services in the tourism market.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After having attended lectures and having passed the exam, it is expected that the students have developed a general knowledge and basic understanding of the terms and that the s understand the role and importance of the function of marketing management in a business organization. Also, the students will develop general and specific competences such as:

- Acquiring theoretical and methodological principles of marketing management.
- The ability to interpret and implement theoretical principles of the effects of marketing on business organizations.
- Acquiring the methodology of marketing management and encouraging the creative use of acquired knowledge as well as the ability to use it in the development of a marketing strategy.
- The ability to create a marketing strategy and to correctly formulate and form service placements.
- The ability to develop new marketing theories and approaches when forming and managing service placements on the market.
- The ability to develop and implement new theories in a business organization.

1.4. General course outline

Character, type and purpose of services in tourism and hospitality. Facilities and equipment that offer hospitality services. The role of intermediary organizations (agencies) in the turnover of hospitality services. Research and choice of target markets for hospitality services. Forming a combination of marketing services for selected groups of tourism offers. Promotion of hospitality services on the market. Forms of sales and distribution channels for hospitality services. The development of a marketing strategy for the turnover of hospitality services as well as the development of an operative programme for marketing activities that will make the strategy possible. Developing a marketing organization and educating marketing managers in tourism companies. The role of strategic marketing in the development of programmes that focus on innovative and competitive tourism-hospitality services. Politics and creating service prices. Monitoring the efficiency of marketing and the satisfaction of the customers of tourism and hospitality services.

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	0.8	Experimental work	
Written exam	1.5	Oral exam		Essay		Research	
Project		Continuous knowledge assessment	1	Report		Practical work	
Portfolio		Mentorship	1	Case study	0.2		

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

- Zeithaml, V. A. i Bitner, M.J., Gremler, D: Services Marketing: Integrating Customer Focus Across the Firm, 7th Edition, McGraw-Hill/ Irwin, New York 2017.
- *Kotler, P., Bowen, J.T., Makens, J. C.: Marketing u ugostiteljstvu, hotelijerstvu i turizmu, MATE, Zagreb, 2010.*

1.11. Supplementary literature

- Ozretić Došen, Đ.: Osnove marketinga usluga, drugo izmijenjeno i dopunjeno izdanje, Mikrorad, Zagreb, 2010.
- Hsu, C.H.C., Powers, T.; Marketing hospitality, 3rd edition, John Wiley & Sons, NewYork., 2002.
- McDonald, M., Payne, A.: Marketing Plans for Service Businesses, A Complete Guide, Second edition, Elsevier, 2006.
- Ruskin_Brown, I.: Marketing your service business, Thorogood Publishing, London, 2005.
- Wirtz, J, Lovelock, C: Essentials of Services Marketing, 3rd Edition, Pearson, 2018.

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.

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COURSE DESCRIPTION	
Course instructor	Žan Jan Oplotnik, PhD, Full Professor
Co-lecturer	Sinisa Bogdan, PhD, Associate Professor Suzana Baresa, PhD, Associate Professor
Name of the course	Investments and Capital Market
Study programme	Doctoral study "Business Economics in Tourism and Hospitality Industry"
Status of the course	Elective
Year of study	1st (first)

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		Seminar paper		Experimental work	

		participation					
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.

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BASIC DESCRIPTION		
Course instructor	Ana Čuić Tanković, PhD, Associate Professor	
Co-lecturer	Raffaele Filieri, PhD, Associate Professor	
Name of the course	Experiential marketing and interactive communication	
Study programme	Doctoral study " Business Economics in Tourism and Hospitality Industry "	
Status of the course	elective	
Year of study	1st (first)	
ECTS credits and manner of instruction	ECTS credits	5
	Number of class hours (L+E+S)	15 (10+0+5)

COURSE DESCRIPTION
1.1. Course objectives
The objective of the course is to gain an understanding of the principles, practices and applications of interactive marketing communications and experiential marketing. Methods for designing, implementing, analyzing and evaluating an effective experiential marketing strategy through interactive marketing communications will be identified. The course aims to increase awareness of the many challenges in designing interactions with internal and external stakeholders in physical and digital environments. The course aims to stimulate critical reflection on the concepts and strategies of experiential marketing and interactive communication.
1.2. Course enrolment requirements
None.
1.3. Expected learning outcomes
After attending and passing the course, the student will: - Identify and evaluate key concepts and principles of experiential marketing and interactive communication   - Design, implement, and measure experiential marketing strategies   - Integrate theoretical knowledge of interactive communication into various business environments   - Anticipate future trends in experiential marketing and interactive communications   - Critically evaluate ethical and legal regulations related to experiential marketing and interactive communication
1.4. Course content
Introduction to experiential marketing. Interactive marketing communication. Consumer behavior. Creating and managing value for consumers. Co-creation and personalization. User-generated content. Brand communities. Mapping user experiences. Gamification. Relationship marketing and emotional marketing. Social media marketing. Ethical and legal aspects of experiential marketing and interactive communication.

1.5. Manner of instruction (put an X)	☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ fieldwork	☒ individual assignments ☐ multimedia and network ☐ laboratories ☒ mentorship ☒ other: case studies

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1.6. Student responsibilities							
The student's tasks are determined by the forms of instruction (point 1.5.) and the methods of monitoring of student work mentioned in item 1.7..							

1.7. Monitoring of student work (put an X to the appropriate monitoring form)							
Class attendance	0,5	Class participation		Seminar paper	1	Experimental work	
Written exam	1	Oral exam	1,5	Essay		Research	2
Project		Continuous assessment		Report		Practical work	
Portfolio							

1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)
The procedure for evaluating learning outcomes is in line with the elements of monitoring student work under point 1.7. and the UNIRI Study Regulations.

1.9. Mandatory literature and the number of assigned reading copies in relation to the number of students currently attending classes in the course		
Title	Number of copies	Number of students
Wang, C. L. (Ed.). (2023). The Palgrave handbook of interactive marketing. Springer Nature.		
Leahy, R., Fenton, P., & Barry, H. (2022). Experiential marketing: Integrated theory & strategic application. Sage.		
Batat, W. (2019). Experiential marketing: Consumer behavior, customer experience and the 7Es. Routledge.		
Hollensen, S. (2019). Marketing management: A relationship approach. Pearson Education.	1	

1.10. Additional literature
1. Batat, W. (2021). Experiential marketing: Case studies in customer experience. Routledge.
2. VanLear, C. A., & Canary, D. J. (Eds.). (2015). Researching interactive communication behavior: A sourcebook of methods and measures. SAGE Publications.
3. Smith, M. (2011). The new relationship marketing: How to build a large, loyal, profitable network using the social web. John Wiley & Sons.
4. Smith, K., & Hanover, D. (2016). Experiential marketing: Secrets, strategies, and success stories from the World's greatest brands. John Wiley & Sons.

1.11. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences
The quality of the program, teaching process, teaching skills and level of mastery of the material is determined by conducting a written evaluation through questionnaires and in other ways provided by accepted standards, in accordance with the Regulations on Quality Assurance and Improvement System UNIRI and FMTU.

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FAKULTET ZA MENADŽMENT U TURIZMU I UGOSTELJSTVU
FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT
OPATIJA, HRVATSKA CROATIA

BASIC DESCRIPTION	
Course instructor	Raffaella Folgieri, PhD, Assistant Professor
Co-lecturer	Tea Baldigara, PhD, Full Professor with tenure
Name of the course	Introduction to Big Data management and analysis techniques for business studies
Study programme	Doctoral study " Business Economics in Tourism and Hospitality Industry "
Status of the course	elective
Year of study	1st (first)

ECTS credits and manner of instruction	ECTS credits	5
	Number of class hours (L+E+S)	15 (10+0+5)

COURSE DESCRIPTION	

1.1. Course objectives

This practical course is designed to introduce students to the concepts and techniques of big data management and analysis in the context of business studies. Students will learn how to collect, store, process, and analyse large and complex datasets using various tools and technologies. The course will cover the entire process of big data management and analysis, from data acquisition to data visualisation, with a focus on their application in business contexts.

1.2. Course enrolment requirements

Students must have basic statistics and computer skills. Students must be proficient in English, as all course materials and assignments will be in English.

1.3. Expected learning outcomes

Upon completion of this course, students will be able to:
- Understand the basic concepts and principles of big data management and analysis
- Analyse large and complex datasets using various tools and techniques
- Collect, store, process, and manage big data using different platforms and technologies
- Apply big data techniques and tools to solve business problems
- Communicate and visualise data insights effectively

1.4. Course content

1.5. Manner of instruction (put an X)	☒ lectures ☐ seminars and workshops ☒ exercises ☒ distance learning ☐ fieldwork	☐ individual assignments ☐ multimedia and network ☒ laboratories ☐ mentorship ☐ other: case studies

1.6. Student responsibilities

Students will work in groups to apply big data management and analysis techniques to solve a business problem and present their findings to the class.

1.7. Monitoring of student work (put an X to the appropriate monitoring form)

Class attendance	0,5	Class participation	0,5	Seminar paper	0,5	Experimental work	
Written exam		Oral exam		Essay	1	Research	
Project	2	Continuous assessment		Report		Practical work	0,5
Portfolio							

1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The procedure for evaluating learning outcomes is in line with the elements of monitoring student work under point 1.7. and the UNIRI Study Regulations.

1.9. Mandatory literature and the number of assigned reading copies in relation to the number of students currently attending classes in the course

Title	Number of copies	Number of students
Ng, A. "Machine Learning Yearning" (Free resource. Download here: https://tensorflowkorea.files.wordpress.com/2018/05/ng_mly01-27.pdf)		
Vishal Maini Samer Sabri, "Machine Learning for Humans" (Free resource. Download here: https://everythingcomputerscience.com/books/Machine%20Learning%20for%20Humans.pdf)		
Nguyen, D. K., Sermpinis, G., & Stasinakis, C. (2023)" Big data, artificial intelligence and machine learning: A transformative symbiosis in favour of financial technology" (https://onlinelibrary.wiley.com/doi/full/10.1111/eufm.12365?casa_token=A9P0YG02m9MAAAAA%3AL1v7sdmEhIB25oVr-VB88qCnmM_IJxr7UckOYxES3lr0UldWUXUt4lD-qafL9meJmUzzS8BLXOQCjA)		
Emily Hopkins "Machine Learning Tools, Algorithms, and Techniques" (https://www.ceeol.com/search/article-detail?id=1030033) (https://www.sciencedirect.com/science/article/abs/pii/S0275531922000344?casa_token=2BOyiZNxsuQAAAAA:Kb7cqLp3ahgQd5q_bqBR7aFbwpSeSDi5beuPAWjSXjDlmZJcKC05yW5zsNkzXnt-bTZt2QhC)		

1.10. Additional literature

1. Vellingiri Jayagopal, Basser K. K. "Data Management and Big Data Analytics: Data Management in Digital Economy"(https://www.igi-global.com/chapter/data-management-and-big-data-analytics/291055

2. Shamima Ahmed, Muneer M. Alshater, Anis El Ammari c, Helmi Hammami "Artificial intelligence and machine learning in finance: A bibliometric review"

3. Additional materials provided during the course

1.11. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

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The quality of the program, teaching process, teaching skills and level of mastery of the material is determined by conducting a written evaluation through questionnaires and in other ways provided by accepted standards, in accordance with the Regulations on Quality Assurance and Improvement System UNIRI and FMTU.

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General information		
Course coordinator	**Sandra Janković, PhD, Full Professor**	
Course title	**Accounting concepts and reporting systems in the hospitality industry**	
Program	**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

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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.

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General information		
Course coordinator	Axel Luttenberger, PhD, Full Professor	
Course title	European union law	
Program	Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective (**Note: Course deactivated, not offered in the current academic year**)	
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
Main course objectives are acquiring knowledge of the source of law, the methodology of law and legal framework, as well as the on the legal impact of the European Union law on the internal structure of Member States, with a legal analysis of legislative procedures and monitoring of the implementation of European Union law.
1.2. Terms for enrolment
None.
1.3. Expected learning outcomes
After having attended lectures and having passed the exam, students will be able to develop basic theoretical knowledge and they will be able to comprehend the complex processes in the European Union. Students will be able to: • Properly understand European Union law. • Differentiate the laws of EU Member States. • Independently research and work in a team and to communicate with stakeholders in an international environment, especially with experts in the field of tourism and hospitality. • Compare European Union laws. • Explain the general and specific characteristics of harmonising regulations in the sector of tourism and hospitality with EU Member States regulations. • Analyse and interpret new situations and legal concepts in the sector of tourism and hospitality.
1.4. General course outline
Legal framework – law sources, the methodology of law, legal structure. Institutions – European Parliament, European Commission, European Council, European courts. The legal impact of European law in the internal legal order of Member States. Legislative procedure. Protection of fundamental rights in the EU. Monitoring of compliance and court procedures.

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		

Attendance, seminar paper, essay, written exam, continuous knowledge assessment, oral exam.

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

1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam
The evaluation process of the learning outcomes is in accordance with the UNIRI and FTHM Rulebook on Studies and its done as follows: • through continuous evaluation during lectures with 70% of learning outcomes through attendance – learning outcomes 1-6 (10%), seminar paper and essay – learning outcomes 1-3 (20%), oral exam – learning outcomes 4-6 (20%), continuous knowledge assessments – learning outcomes 1-6 (20%) and • oral exam with 30% of learning outcomes (1-6).

1.10. Compulsory literature
• Ćapeta, T., Rodin, S. (2018). Osnove prava Europske unije, Narodne novine, Zagreb. • Rodin, S. , Ćapeta T. (2010). Izbor presuda Europskog suda, Novi informator, Zagreb. • Luttenberger, A. (2014). Air Passenger's Rights in the European Union, Proceedings; THI 2014: New Trends in Tourism and Hospitality Management, University of Rijeka, Faculty of Tourism and Hospitality Management, Opatija, pp. 389-396

1.11.   Supplementary literature
• Schütze, R. (2018). *European Union Law*, 2nd Edition, Cambridge University Press. • Internet pages of EUR-Lex, https://eur-lex.europa.eu

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.

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General information		
Course coordinator	**Goran Karanović, PhD, Associate Professor**	
Co-lecturer	**Laurentiu Droj, PhD, Associate Professor**	
Course title	**Corporate finance**	
Program	**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.

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General information		
Course coordinator	Štefan Bojnec, PhD., Full Professor	
Co-lecturer	Maja Nikšić Radić, PhD, Associate Professor	
Course title	Global economic challenges	
Program	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

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	☐ exercises ☐ distance learning ☐ field work	☐ lab ☒ mentorship ☐ 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.

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COURSE DESCRIPTION	
Course cordinator	Maja Gregorić, PhD, Assistant Professor
Co-lecturer	Raffaella Folgieri, PhD, Assistant Professor
Name of the course	Artificial Intelligence in Business Economics
Study programme	Doctoral Study "Business Economics in Tourism and Hospitality Industry"
Status of the course	Elective (**Note: Course deactivated, not offered in the current academic year**)
Year of study	2nd (second)

ECTS credits and manner of instruction	ECTS coefficient of students' workload	5
	Number of class hours (L+E+S)	15 (10+0+5)

1.1. Course objectives

The objective of the course is to develop general and specific competences necessary for the proper interpretation, analysis and comparison of basic terms and concepts in the field of artificial intelligence in business economics, with special emphasis on determining the possibility of applying these concepts in the field of tourism.

1.2. Course enrolment requirements

None.

1.3. Expected learning outcomes

After passing the exam, students should be able to:
- Properly describe and interpret basic concepts in the field of artificial intelligence.
- Highlight the advantages and disadvantages of using artificial intelligence in business
- Apply appropriate artificial intelligence methods to empirical data from hotel and tourism practice
- Present and critically evaluate the results obtained by applying artificial intelligence methods to empirical data from hotel and tourism practice.

1.4. General course outline

Introduction to artificial intelligence (Artificial intelligence concept and definition. Historical artificial intelligence development.) Applicative potentials of artificial intelligence - advantages and disadvantages. Artificial intelligence development implications (Economic implications of artificial intelligence development. Artificial intelligence implications in tourism). Application of artificial intelligence methods in business economics - Theory and practice. Artificial neural networks in tourism analysis.

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. Student`s obligations

The student's obligations are determined by the types of teaching (section 1.5.) and in accordance to the methods of students work monitoring (defined in section 1.8.)

1.8. Monitoring student`s work

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Class attendance	0.5	Class participation		Seminar paper		Experimental work	
Written exam		Oral exam	1.5	Essay		Research	1.5
Project	1.5	Continuous assessment		Report		Practical work	
Portfolio							

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

Assessment and evaluation of students' work during teaching process and at the final exam will be evaluated according to the Rulebook on Doctoral Studies at the Faculty of Tourism and Hospitality Management - consolidated text (from September 10, 2018). Student conduct research individually (with the support of the course coordinator) and prepares research paper (project). The course coordinator evaluates the draft and written design of the research (70% of total grade), as well as the oral presentation of the results (30% of the total grade).

1.10.	*Compulsory literature*

- Kreutzer, R. T., Sirrenberg, M. (2020). Understanding Artificial Intelligence, Switzerland: Springer Nature.
- Russell S., Norvig P. (2010). Artificial Intelligence: A Modern Approach. Englewood Cliffs, New Jersey: Pearson.

1.11.	*Supplementary literature*

- Zlatanov S., Popesku J.(2019). Current applications of artificial intelligence in tourism and hospitality, in Proceedings of SINTEZA 2019 -International scientific conference on information technology and data related research, Univerzitet Singidunum, Novi Sad, Serbia, 84 – 90.
- Tsaih R.-H., Hsu Ch. Ch. (2018). Artificial Intelligence in Smart Tourism: A Conceptual Framework, in Proceedings of ICEB - International Conference on Electronic Business, ICEB, Guilin, China, 124-133.
- Aghion, Ph., Jones, B. F. and Jones, Ch. I. (2017) Artificial Intelligence and Economic Growth. NBER Working Paper No. w23928. Available at SSRN: https://ssrn.com/abstract=3053718
- Zsarnoczky M. (2017). How does artificial intelligence affect the tourism industry? Vadyba Journal of Management, 31(2), 85 – 90.

1.12.	*Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences*

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.

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OPATIJA, HRVATSKA CROATIA

BASIC DESCRIPTION		
Course instructor	**Zvonimira Šverko Grdic, PhD, Full Professor** **Richard J. Brazee, PhD, Associate Professor**	
Name of the course	**Economy and environment**	
Study programme	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)	(10+0+5)
COURSE DESCRIPTION		

1.1. Course objectives

The aim of the course is to teach students the connection between economic developments and environmental quality. Various methods and strategies will be presented that make it possible to work on the conservation of natural resources, their quality and thus the environment as a whole, while achieving economic growth and social development. Students will learn the importance of implementing sustainable development as a fundamental framework for future economic progress.

1.2. Course enrolment requirements

-

1.3. Expected learning outcomes

- Develop techniques to evaluate the costs and benefits of protecting natural resources
- Recognize development that is based on sustainable principles and does not negatively impact the quality and supply of natural resources
- Design and implement development plans that are based on sustainable development and are consistent with the preservation of environmental quality

1.4. Course content

Global environmental issues; Interdependence of economy, society and environment; Factors of economic development; Economic functions of the environment; Globalization and the environment; Economic classification of environmental goods and services; Use of natural resources and their supply over time; Estimating the value of the environment and environmental externalities; Environmental policy analysis; The relationship between economic growth and environmental quality; Climate change; Limits to economic growth; Definitions and dimensions of sustainable development; Measuring sustainable development; Sustainable development of the firm.

1.5. Manner of instruction (put an X)	☒ lectures	☒ individual assignments
	☒ seminars and workshops	☐ multimedia and network
	☐ exercises	☐ laboratories
	☐ distance learning	☒ mentorship
	☐ fieldwork	☐ other: _____

1.6. Student responsibilities

The students' duties are based on the forms of teaching (section 1.5) and on the methods for monitoring the students' work specified in section 1.7.

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1.7. Monitoring of student work (put an X to the appropriate monitoring form)							
Class attendance	0,5	Class participation		Seminar paper	1,5	Experimental work	
Written exam		Oral exam	2	Essay		Research	1
Project		Continuous assessment		Report		Practical work	
Portfolio							

1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The assessment is carried out according to the description in point 2.6. study program.

1.9. Mandatory literature and the number of assigned reading copies in relation to the number of students currently attending classes in the course

Title	Number of copies	Number of students
Tietenberg, T.; Lewis, L.; Environmental & Resource Economics, 12th edition, Pearson, 2024.	1	

1.10. Additional literature

5. Hanley, N., Shorgren, J., White, B.; Introduction to Environmental Economics, Third Edition, Oxford University Press, 2019.
6. Field, B.C., Natural Resources Economics, An Introduction, Fourth Edition, Waveland Press, 2023.

1.11. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the program, the teaching process, the teaching skills and the level of mastery of the material is determined by a written evaluation through questionnaires and by other means provided by the recognized standards, in accordance with the regulations on the UNIRI and FTHM quality assurance and improvement system.

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General information		
Course coordinator	Christian Stipanović, PhD, Full Professor	
Co-lecturer	Elena Rudan, PhD, Associate Professor	
Course title	Strategic planning and development	
Program	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	☒ independent tasks

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	☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work	☐ 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.

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General information		
Course coordinator	**Nadia Pavia, PhD, Full Professor**	
Course title	**Business process management**	
Program	**Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective (**Note: Course deactivated, not offered in the current academic year**)	
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 introduce students to basic business processes in tourism and hospitality industry, to present the company as a system, introduce students into methods and techniques of business process modelling, as well as to conduct, integrate, manage, and supervise business processes in the hospitality industry. Changes include the entire cycle of the process. The course provides a contemporary approach to change management, an overview of different concepts of business change, focusing on the business process management concept.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After attending and passing the exam the students are expected to be able to:
- Manage business processes in tourism and hospitality companies.
- Apply methods and modelling techniques that should be applied in business process management.
- Manage business change, focusing on the business process management concept.
- Communicate with the experts in different business fields in order to manage the business processes in hospitality and tourism.
- Manage the information and develop the ability to work in a team.
- Manage the business changes.

1.4. General course outline

Company as a system. Creating a Competitive Business Capacity in Tourism and Hospitality. Process Oriented Organization. Process management. Project approach to changing business processes. Managing Changes. Business Process Managers. Knowledge in business processes.

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		

The student is obliged to write and present seminar work, write essay, conduct a practical research, and regularly attend written exams. It is recommended that the student publishes scientific paper related to the field of study.

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

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
• Bosilj Vukšić, V., Hernaus, T., Kovačič. A.: Upravljanje poslovnim procesima, organizacijski i informacijski pristup, Školska knjiga, Zagreb, 2008. • Bosilj Vukšić, V., Kovačič, A., Upravljanje poslovnim procesima, Školska knjiga, Zagreb, 2008.
1.11. Supplementary literature
• Dumas, M.. La Rosa, M., Medling, J., Reijes A. H., Business Process Management, Heidelberg: Springer, 2018 • Muayyad, J., Managing Organizational Change, Palgrave Macmillan, 2012 • Jeston, J. Business process management: practical guidelines to successful implantation, Oxford: Butterworth-Heinemann, 2008 • Marić, G., Upravljanje poslovnim procesima, Školska knjiga, Zagreb, 2006. • Khan, R.N., Business
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.

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General information		
Course coordinator	Helga Maškarin Ribarić, PhD, Full Professor Lorena Dadić Fruk, Assistant Professor	
Course title	**Corporate controlling**	
Program	**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.

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General information		
Course coordinator	Edna Mrnjavac, PhD, Full Professor	
Co-lecturer	Nataša Slavić, PhD, Assistant Professor	
Course title	**Logistics**	
Program	**Doctoral Study "Business Economics in Tourism and Hospitality Industry"**	
Course status	Elective **(Note: Course deactivated, not offered in the current academic year)**	
Year of study	2nd (second)	
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
Familiarize the students with core theoretical concepts of logistics, logistic processes and systems, emphasizing their potential and features in the context of tourism and with the focus on service logistics. The concept of (Tourism) Supply Chain Management is to be examined as an approach in addressing tourism specifics on global (tourism) market and in achieving tourist satisfaction in the best possible manner.
1.2. Terms for enrolment
None.
1.3. Expected learning outcomes
After passing the exam it is expected that the student will be able to: - Properly interpret the theoretical determinants of logistics, integral logistics, service logistics, logistic systems and process management.   - Define modes of achieving logistic goals – cost minimization and service quality for the customer.   - Distinguish the concepts of Supply Chain Management (of material outcome) and Tourism Supply Chain Management (of services) in tourism, also being able to assess and compare concepts' determinants.   - Argue on the relationship of specific features of tourism and tourist products against key issues of Tourism Supply Chain Management.   - Examine the supply chain of an actual tourist product/service, demonstrate its elements and relationships, question and assess process optimization in relation to supply chain management.   - Formulate potential solution to the actual logistic issue(s) derived from the individual research (linked to LO5).
1.4. General course outline
Logistics as a business function. Integral logistics and service logistics. Institutional logistics. Logistic systems and business process management. Minimizing cost in business systems. Quality of services. Supply Chain Management. Tourism Supply Chain Management. Coordination and competitiveness of tourism supply chains. Distribution chains in tourism. Capacity and inventory in the supply chain management context. Planning, forecasting and managing tourism supply chain demand.

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

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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	0.7	Experimental work	
Written exam	0.8	Oral exam		Essay	0.2	Research	0.8
Project		Continuous knowledge assessment	1	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

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

- Jacobs,R. F. & Chase R.B.: Upravljanje operacijama i lancem opskrbe, Mate, Zagreb, 2018.
- Song, H.: Tourism Supply Chain Management, Routledge, Abington, Oxford, 2012.
- Mrnjavac, E. (ed): Logistics Flows Managing in Tourism Destination, Faculty of Tourism and Hospitality Management, 2012.

1.11. Supplementary literature

- Christopher,M., Pack, H.: Marketing Logistics, Elsevier, Oxford, 2008.
- Mrnjavac, E.: Logistički menadžment u turizmu. Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci, 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.

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General information		
Course coordinator	Sabina Hodžić, PhD, Associate Professor	
Co-lecturer	Aleksander Aristovnik, PhD, Associate Professor	
Course title	**Taxes and business strategy**	
Program	**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.

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OPATIJA, HRVATSKA CROATIA

General information		
Course coordinator	Marko Perić, PhD, Associate Professor	
Co-lecturer	Janez Mekinc, PhD, Associate Professor	
Course title	**Project management**	
Program	**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 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.

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OPATIJA, HRVATSKA CROATIA

General information		
Course coordinator	**Kristina Črnjar, PhD, Full Professor**	
Co-lecturer	**Zijada Rahimić, PhD, Full Professor** **Marija Ivaniš, PhD, Associate Professor**	
Course title	**International human resource management**	
Program	**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

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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 ☒ l 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.

COURSE DESCRIPTION		
Course instructor	**Josip Mikulić, PhD, Associate Professor**	
Name of the course	**Structural Equations Modelling**	
Study programme	**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	☒ individual assignments ☐ multimedia and network ☒ laboratories ☐ mentorship

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	☐ fieldwork		☐ 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.

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BASIC DESCRIPTION		
Course instructor	Daniel Dragičević, PhD, Associate Professor	
Co-lecturer	Vladimir Arčabić, PhD, Associate Professor	
Name of the course	Selected topics from micro and macroeconomics in tourism	
Study programme	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)	(10+0+5)
COURSE DESCRIPTION		

1.1. Course objectives

The aim of the course is to familiarise students with more advanced topics (theoretical postulates) in the field of micro and macroeconomics of tourism, as well as to acquire the necessary knowledge to apply methodological tools in the preparation of scientific papers in the aforementioned fields. Throughout the course, students will be required to produce a scientific research paper on a selected topic from the field of micro- or macro-economics that is related to tourism. The students will become familiar with basic empirical tools, but will also work with more advanced and newer research methods with the aim of increasing their analytical capacity. In addition, students will acquire the necessary skills to actively read and understand relevant micro- and macroeconomic literature and to stimulate reflection on future research issues.

1.2. Course enrolment requirements

For ease of understanding, it is recommended that students have completed the Applied Econometrics course.

1.3. Expected learning outcomes

Upon completion of the course, students will be able to:
- Interpret and relate different micro and macroeconomic theoretical postulates.
- Critically evaluate recent literature in the field of micro and macroeconomics, with particular reference to tourism.
- Write an academic research paper in the field of micro or macroeconomics.
- Select appropriate micro and macroeconomic variables for empirical analysis.
- Apply an appropriate econometric model in the empirical analysis of the data collected.
- Use the econometric analysis software tool STATA.

1.4. Course content

Consumer behavior in tourism. The role of supply and demand shocks and the stabilizing function of economic policy. Convergence from the long-term perspective of the economic growth model. Introduction to the methodological framework of scientific research in tourism (research problem, definition of hypothesis, data collection, selection of an appropriate econometric model). Micro and macro data in tourism, selection of variables. Selection of software. Introduction to STATA. Regression with cross-section and time series data on micro and macro issues in tourism, separating trend from cycle. Panel data in tourism and static panel models. Fixed effects, random effects and first difference estimators. Instrumental variables and dynamic panel models. Generalized method of moments in first differences and system generalized method of moments. Use of panel analysis in tourism. Spatial dependence in

panel models and panel VAR. Analysis of short run and long run effects in the panel.

1.5. Manner of instruction (put an X)	☒ lectures ☐ seminars and workshops ☐ exercises ☐ distance learning ☐ fieldwork	☒ individual assignments ☐ multimedia and network ☐ laboratories ☒ mentorship ☐ other: case studies

1.6. Student responsibilities

Attending classes and writing a research paper on a chosen topic in the field of micro or macroeconomics.

1.7. Monitoring of student work (put an X to the appropriate monitoring form)

Class attendance	0,5	Class participation		Seminar paper		Experimental work	
Written exam		Oral exam		Essay		Research	1,5
Project		Continuous assessment		Report		Practical work	3
Portfolio							

1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The procedure for evaluating learning outcomes is in line with the elements of monitoring student work under point 1.7. and the UNIRI Study Regulations.

1.9. Mandatory literature and the number of assigned reading copies in relation to the number of students currently attending classes in the course

Title	Number of copies	Number of students
Baltagi, B. H. (2021). Econometric analysis of panel data. Sixth edition. Springer	1	
Cameron, A. C. & Trivedi, P.K. (2022). Microeconometrics using Stata. Volume I: Cross-Sectional and Panel Regression Methods. Second Edition. Stata Press Publication.	1	

1.10. Additional literature

1. Wooldridge, J. M. (2010). Econometric analysis of cross section and panel data. MIT press.
2. Sul, D. (2019). Panel data econometrics: Common factor analysis for empirical researchers. Routledge
3. Franses, P.H. (2018). Enjoyable econometrics. Cambridge University Press.
4. Becketti, S. (2020). Introduction to Time Series Using Stata. Revised Edition. Stata Press Publication.

1.11. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the program, teaching process, teaching skills and level of mastery of the material is determined by conducting a written evaluation through questionnaires and in other ways provided by accepted standards, in accordance with the Regulations on Quality Assurance and Improvement System UNIRI and FMTU.

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BASIC DESCRIPTION	
Course instructor	Vanja Vitezić, PhD, Assistant Professor
Name of the course	Innovation Management in Tourism
Study programme	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)	(10+0+5)

COURSE DESCRIPTION

1.1. Course objectives

The course aims to familiarise students with the fundamental concepts of business innovation and to deepen their awareness of the importance of innovation and trends in the tourism industry. The course provides students with the opportunity to think holistically, analyse, synthesise and critically evaluate the development and implementation of innovations, which is crucial for successful innovation. Students will learn how to manage innovation in tourism driven by digital technologies and a new type of consumer. In addition, students will learn how to identify new demand needs and utilise new technologies for strategic decision making.

1.2. Course enrolment requirements

None

1.3. Expected learning outcomes

After successfully completing and passing the course material, students will be able to:
1. Understand the innovation process and get familiar with R&D and methods for implementation
2. Connect theory, practical experience and acquired skills in identifying challenges, creative problem solving and invention realisation
3. Understand the market/users
4. Identify challenges
5. Create solutions
6. Understand cooperation in innovation and R&D

1.4. Course content

The Importance of Innovation in Tourism; Innovation as a Core Business Process; Developing an Innovation Strategy; Building the Innovative Organization; Sources of Innovation; Dealing with Uncertainty; Creating New Products and Services; Exploiting Open Innovation and Collaboration; Promoting Entrepreneurship and New Ventures; Business Value of Innovation; Capturing Learning from Innovation.

1.5. Manner of instruction (put an X)	☒ lectures	☒ individual assignments
	☒ seminars and workshops	☐ multimedia and network
	☐ exercises	☐ laboratories
	☒ distance learning	☒ mentorship
	☐ fieldwork	☐ other: case studies

1.6. Student responsibilities

Attendance, research, creating and presenting an innovation project.

1.7. Monitoring of student work (put an X to the appropriate monitoring form)

Class attendance	0,5	Class participation		Seminar paper		Experimental work	
Written exam		Oral exam		Essay		Research	3
Project	1,5	Continuous assessment		Report		Practical work	
Portfolio							

1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)

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1.9. Mandatory literature and the number of assigned reading copies in relation to the number of students currently attending classes in the course

Title	Number of copies	Number of students
Lecture handouts		
Tidd, J., & Bessant, J. R. (2021). *Managing innovation: integrating technological, market and organizational change*. John Wiley & Sons.		
Goller, I., & Bessant, J. (2023). *Creativity for Innovation Management: Tools and Techniques for Creative Thinking in Practice*. Taylor & Francis.		

1.10. Additional literature

Kerzner, H. (2023). *Innovation project management: Methods, case studies, and tools for managing innovation projects.* John Wiley & Sons.

1.11. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the program, teaching process, teaching skills and level of mastery of the material is determined by conducting a written evaluation through questionnaires and in other ways provided by accepted standards, in accordance with the Regulations on Quality Assurance and Improvement System UNIRI and FMTU.

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BASIC DESCRIPTION		
Course instructor	Nataša Kovačić, PhD, Associate Professor Sonja Mlaker Kač, PhD, Associate Professor	
Name of the course	Tourism Supply Chain Management	
Study programme	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)	(10+0+5)
COURSE DESCRIPTION		

1.1. Course objectives

Familiarize the students with the functioning of supply chains in tourism, and the specifics of their management - in the context of the importance of the human factor (connections and relationships, networking and cooperation), relations between chain members and rivalry between competing chains, creation of a tourist product (service), demand management, and selection of adequate distribution channels, as key components of the chain's success in the international environment. Mastering the theoretical concepts of supply chain management in tourism aims to contribute to students' ability to apply the acquired knowledge to solving the actual problems of tourism supply chain optimization.

1.2. Course enrolment requirements

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1.3. Expected learning outcomes

After passing the course, the student will be able to:
1. Support with arguments the choice of criteria for the evaluation of the tourism supply chain, based on relevant research, mastered theoretical knowledge and individual research work.
2. Critically evaluate the level of the tourism supply chain's optimization in the context of the process it includes, internal and external relations at all levels, and the specifics that offering services presents as opposed to the physical output.
3. Provide the modified supply chain optimization model.

1.4. Course content

Supply chain management specifics in tourism.
People and organizations in tourism supply chains.
Coordination of tourism supply chain stakeholders, stakeholder relationships.
Demand management and demand forecasting in tourism supply chains.
Procurement and supplier relationships in tourism supply chains.
Distribution chains in tourism.
Tourism supply chain (vs. chain) competition.
People as success factors in tourism supply chains.
International character of business in tourism supply chains.

1.5. Manner of instruction (put an X)	☒ lectures ☐ seminars and workshops ☐ exercises	☒ individual assignments ☐ multimedia and network ☐ laboratories

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☐ distance learning	☒ mentorship
☐ fieldwork	☒ other: case studies

1.6. Student responsibilities

The student's obligations are determined by the types of teaching (point 1.5.) and in accordance with the methods of monitoring the student's work defined in point 1.7.

1.7. Monitoring of student work (put an X to the appropriate monitoring form)

Class attendance	0,5	Class participation		Seminar paper	1	Experimental work	
Written exam	1	Oral exam	1	Essay		Research	1,5
Project		Continuous assessment		Report		Practical work	
Portfolio							

1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)

The procedure for evaluating learning outcomes is in line with the elements of monitoring student work under point 1.8. and the UNIRI Study Regulations.

1.9. Mandatory literature and the number of assigned reading copies in relation to the number of students currently attending classes in the course

Title	Number of copies	Number of students
Christopher, M. 2023. Logistics and Supply Chain Management, 6th Edition. FT Publishing International.	1	
Sudhanshu J. (Ed.). 2022. Sustainable Tourism Supply Chain Management: Influences, Drivers, Strategies, and Performance.	1	

1.10. Additional literature

1. Kullapa, S. et al. 2021. Supply Chain Management of Tourism Towards Sustainability. Springer Cham. https://doi.org/10.1007/978-3-030-58225-8.
2. Amami, M. 2021. Emerging Technologies and Supply Chain Digitalization. Independently Published.
3. Jacobs, Robert F., and Chase, Richard B. 2018. Upravljanje operacijama i lancem opskrbe (13. izdanje). Mate, Zagreb.

1.11. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the program, teaching process, teaching skills and level of mastery of the material is determined by conducting a written evaluation through questionnaires and in other ways provided by accepted standards, in accordance with the Regulations on Quality Assurance and Improvement System UNIRI and FMTU.