

SYLLABUS
DOCTORAL STUDY
“BUSINESS ECONOMICS IN TOURISM AND HOSPITALITY
INDUSTRY”
„Academic Year 2026/2027“

Study Director

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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	1 st (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 in-depth understanding of different qualitative research paradigms.
- Understand the importance of researcher's positionality.
- Learn the range of qualitative methods of data collection, such as in-depth interviews or semi-structured interviews, (participant) observation, case studies, action research, focus groups, and documentary method.
- Learn the range of qualitative methods of data analysis, such as content analysis and (con)textual analysis.
- Understand how different research paradigms influence the choice of our research methods and the way we analyze and 'read' into our empirical findings (even when we use the same research techniques).

1.4. General course outline

Introduction lecture of an overview of qualitative research paradigms. Lecture on issues of researcher's positionality. Exercise of identifying three scientific papers that come from three different research perspectives. Lecture on the range of qualitative methods of data collection. Students exercise of working in small dyad or triad groups on different methods. Lecture on the range of different methods of data analysis. Students exercise of working in small dyad or triad groups on data analysis. Seminar of students presenting their group work.

1.5. Types of teaching

- ☒ lectures
☒ seminars and workshops
☒ exercises
☐ distance learning
☐ field work

- ☒ independent tasks
☐ multimedia and network
☐ lab
☐ mentorship
☐ other _____

1.6. Comments

1.7. Students' obligations

To fully participate in the course. To read the necessary reading material. To perform the group exercise. To present results in the form of a seminar. To write an essay on one's own positionality.							
<i>1.8. Monitoring students' work</i>							
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							
<i>1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam</i>							
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.							
<i>1.10. Compulsory literature</i>							
- Ateljevic, Pritchard and Morgan (2007) (eds) <i>The Critical Turn in Tourism Studies: Exploring Innovative Methodologies</i>. Elsevier: Advanced Tourism Research Series. - Phillimore, J. and Goodson, L. (2004) (eds), <i>Qualitative Research in Tourism: Ontologies, Epistemologies and Methodologies</i>. London: Routledge.							
<i>1.11. Supplementary literature</i>							
- Theo, P. and Leung, S. (2005) A postcolonial analysis of backpacking. <i>Annals of Tourism Research</i>, 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, <i>Journal of, Hospitality Leisure, Sport and Tourism Education</i>, 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. <i>Tourism Recreation Research: Theme – Tourism and Research</i>, Vol 30 (2), pp. 9-21. - Ateljevic, I. and Doorne, S. (2002) Representing New Zealand: Tourism imagery and ideology. <i>Annals of Tourism Research</i> 29(3), pp. 648-667. - Ateljevic, I. Searching for nature and imagining New Zealand, (2001) <i>Journal of Travel & Tourism Marketing</i>, Vol 10 (1), pp. 115-122.							
<i>1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.</i>							
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	1 st (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 research studies, discussions and other works in the field of quantitative research methods in tourism and hotel business economics.

1.4. General course outline

Regression analysis: Basic econometrics functions. Simple and multiple regression: basic concepts. Classical linear regression model. Relaxing the assumption of the classical model. Diagnostic testing. Qualitative variables. Model specification. Regression models in business administration.

Time series models: Moving average models. Exponential smoothing models. Trends models. Seasonality and time series. Seasonal dummy variables.

Business forecasting: forecasting models. Forecasting evaluation. Forecasting error measures.

Linear programming: Optimization models. Maximum and minimum. Assignment problem. Game theory. Transportation problem. Non-linear programming.

Artificial Neural Networks: basic concepts.

Case studies analysis using selected software.

1.5. Types of teaching		☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work		☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____	
1.6. Comments					
1.7. Students' obligations					
Each student is required to create and defend a case study using the appropriate software package, as well as to access the written and oral exam.					
1.8. Monitoring students' work					
Attendance	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.					

General information		
Course coordinator	Nina Pološki Vokić , PhD, Full Professor	
Co-lecturer	Marko Perić, 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	1 st (first)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours	15 (10+0+5)
	(Lectures + Exercises + Seminars)	

1. COURSE DESCRIPTION

1.1. Course objectives

The purpose of the course is to provide students with the fundamental knowledge and skills required to design, conduct and report methodologically sound scientific research. Accordingly, the specific objectives of the course are:

- to acquire the knowledge required to design all stages and components of the research process;
- to develop the ability to independently conduct the data collection process;
- to understand the process of analysing collected data;
- to develop the ability to critically evaluate collected data and draw conclusions regarding the scholarly and practical contributions of the research;
- to develop the ability to critically evaluate all stages and components of the research process; and
- to promote adherence to the highest ethical standards in conducting research.

1.2. Terms for enrolment

None.

1.3. Expected learning outcomes

After passing the exam, students will be able to:

- critically evaluate the scientific relevance of the selected research area and research topic in tourism;
- critically evaluate and justify the choice of research philosophy, research approach and type of research in relation to the defined research problem;
- critically analyse and synthesise relevant scientific literature;
- develop a theoretical or conceptual research framework and derive research objectives, research questions and hypotheses from it;
- design and substantiate a research plan, including the selection of an appropriate research methodology;
- critically assess the advantages and limitations of different types of data, primary data collection methods and research instruments;
- select and justify an appropriate sample type and sampling strategy;
- critically evaluate and select appropriate data analysis methods and methods of presenting research findings;
- critically interpret the findings, discuss their implications based on sound arguments and critically assess the limitations of the research; and
- conduct all stages of the research process in an ethically responsible manner and in accordance with the principles of research ethics.

1.4. General course outline

Research area and research topic. Research philosophy. Research approaches. Types of research. Selecting and working with a supervisor. Literature search. Literature analysis. Development of a theoretical framework. Definition of research objectives. Formulation of research questions. Operationalisation of concepts. Formulation of hypotheses. Research design. Selection of research methodology. Types of data. Research based on secondary data. Primary data collection methods. Research instruments. Research validity. Piloting and pretesting. Sampling. Data processing. Interpretation of results. Presentation of results. Discussion. Research limitations. Conclusion. Research ethics. Linguistic and technical aspects of preparing a research paper.

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

Attendance and active participation in lecture discussions, completion of individual and group exercises, and preparation of an individual exam paper (the conceptualisation of a research project in the field of tourism). All of these components contribute to the final course grade.

1.8. Monitoring students' work

Attendance	✓	Classroom participation	✓	Seminar paper		Experimental work	
Written exam		Oral exam		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

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

Tkalac Verčić, A., Sinčić Ćorić, D. i Pološki Vokić, N. (2010.), Priručnik za metodologiju istraživačkog rada – Kako osmisлити, provesti i opisati znanstveno i stručno istraživanje, Zagreb: M.E.P. d.o.o.

1.11. Supplementary literature

- Christensen, L. B., Johnson, B. i Turner, L. A. (2015.), *Research methods, design, and analysis*, 12. izd., Harlow: Pearson Education
- Creswell, J. W. i Creswell, J. D. (2018.), *Research Design – Qualitative, Quantitative, and Mixed Methods Approaches*, 5. izd., Thousand Oaks, CA: SAGE Publications

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

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

General information		
Course coordinator	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	1 st (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). Učeka 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.							

BASIC DESCRIPTION		
Course instructor	Zrinka Zadel, PhD, Full Professor	
Co-lecturer	Aleksandra Dragin, PhD, Full Professor	
Name of the course	Managing international tourist flows	
Study programme	Doctoral study " Business Economics in Tourism and Hospitality Industry"	
Status of the course	Elective	
Year of study	1 st (first)	
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 acquire knowledge about contemporary management of international tourism flows. Students will acquire new knowledge in the field of management of international tourism flows and develop the competencies and skills necessary for critical observation of the impact of tourism trends on international tourism movements in order to increase the effectiveness and efficiency of making timely strategic decisions at the destination level.		
1.2. Course enrolment requirements		
None		
1.3. Expected learning outcomes		
After completing and passing the exam, the student will: 1. Integrate theoretical knowledge and skills to solve problems of managing international tourist flows 2. Plan long-term sustainable tourism development at the destination level 3. Design and propose an optimal strategy for managing international tourist flows for a specific tourist destination 4. Predict the impact of tourism trends on managing international tourist flows and propose a solution 5. Prepare a proposal for guidelines for a strategic plan for managing international tourist flows for a specific tourist destination		
1.4. Course content		
Overview of trends in tourism. The role of the public sector in tourism. State intervention as an organized, permanent and flexible approach to tourism planning. The role of international organizations in the management of international flows in tourism. Alternative forms of tourism. Destination tourism. Sustainable development of tourism. Supply and demand, socio-demographic changes and socio-cultural aspects. Long-term tourism planning instead of short-sighted profit maximization. Integral planning.		
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		

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 1.7.

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

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

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

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.

1.9. 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
Sharpley, R. and Telfer, D.J. (Eds.) (2015). Tourism and Development (2nd Ed.): Concepts and Issues, Chanel View Publications, Bristol.		
Weaver, D. and Lawton, L.(2014.) Tourism Management, 5th Ed., Wiley, New York.		
Magaš, D., Vodeb, K., Zadel, Z. (2018). Menadžment turističke organizacije i destinacije, Fakultet za menadžment u turizmu i ugostiteljstvu, Opatija. https://fthm.uniri.hr/images/knjiznica/e-izdanja/Magas_Vodeb_Zadel_Menadzment_turisticke_organizacije_i_destinacije.pdf		

1.10. Additional literature

Kozak, N. and Kozak, M.(2015): Tourism Development, Cambridge Scholars Publishing, Newcastle.
Gržinić, J., (2014). Međunarodni turizam, Sveučilište Jurja Dobrile u Puli, Pula.
Vojnović, N., Gržinić, J., (2024). Turizam I transkormacije – odgovori na krizna stanja, Sveučilište Jurja Dobrile u Puli, Pula.
<https://fet.unipu.hr/images/50039514/Turizam%20i%20transformacije-1.pdf>
Mountinho, L. (2005). Strateški menadžment u turizmu, Masmedia, Zagreb.

1.11. 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.

General information		
Course coordinator	Darko Tipurić, PhD, Full Professor	
Course title	Strategic corporate management	
Program	Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	1 st (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 completing the course, the student will be able to:

- Connect and integrate fundamental concepts related to corporate governance
- Design and carry out a complex research process involving the collection, processing, and synthesis of data on successful corporate governance, and use such data for scientific research
- Integrate innovative corporate management strategies based on comparative analysis of best global practices and adapt them to the regulatory framework of the Republic of Croatia
- Develop the ability for effective communication and team behavior based on logical action, as well as inductive and deductive reasoning
- Formulate and test hypotheses related to strategic corporate management and specific business functions within the corporation
- Critically formulate various strategic corporate management options, propose the optimal solution, and defend it with well-reasoned arguments

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 | ☒ independent tasks |
| ☒ seminars and workshops | ☐ multimedia and network |
| ☐ exercises | ☐ lab |
| ☐ distance learning | ☒ mentorship |
| ☐ 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		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

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.

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	1 st (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	☒ independent tasks
	☒ seminars and workshops	☐ multimedia and network
	☐ exercises	☐ lab
	☐ distance learning	☐ mentorship
	☐ field work	☐ other _____

1.6. Comments

1.7. Students' obligations

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

1.8. Monitoring students' work

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

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

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

1.10. Compulsory literature

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

1.11. Supplementary literature

- Wooldridge, J.M., Introductory Econometrics, A Modern Approach, 2018, CENGAGE

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

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

General information		
Course coordinator	Zoran Sušan, PhD, Full Professor	
Course title	Organizational Psychology	
Program	Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	1 st (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

- Subject and definition of organizational psychology.
- Work motivation: content and process theories.
- Motivational programs in organizations: methods and techniques.
- Definitions and theories of leadership.
- Applying leadership theories in management development.
- Organizational climate and culture.
- Service climate and service culture.
- Ethics in organization.

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

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.							
<i>1.8. Monitoring students' work</i>							
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							
<i>1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam</i>							
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.							
<i>1.10. Compulsory literature</i>							
- 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.							
<i>1.11. Supplementary literature</i>							
- 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.							
<i>1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.</i>							
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.							

BASIC DESCRIPTION

Course instructor	Marina Perišić Prodan, PhD, Associate Professor	
Co-lecturer	Sameer Hosany, PhD, Full Professor	
Name of the course	Marketing management of services	
Study programme	Doctoral study " Business Economics in Tourism and Hospitality Industry"	
Status of the course	elective	
Year of study	1 st (first)	
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

Students are familiarised with the special features of services and the principles of services marketing management. The focus is on the creation of a marketing strategy and a programme for its application in the selection of the target market, the design and positioning of services on the tourism market.

1.2. Course enrolment requirements

None.

1.3. Expected learning outcomes

After completing and passing the course, the student will be able to:

- combine theoretical and methodological foundations of marketing management;
- design and shape different approaches to the management of services marketing, fostering the creative use of acquired knowledge and the ability to apply it in the development of a marketing strategy;
- critically evaluate existing scientific knowledge and propose new marketing theories and approaches for the design and management of services in the marketplace.

1.4. Course content

Concept and specific characteristics of services. The role of technology in services marketing. Marketing mix in the service sector. Concept and dimensions of service quality. Types of research in services marketing. Relationship marketing. Internal marketing. Service culture and the role of employees in services delivery. The role of customers in co-creating services. Integrated marketing communication in the service sector. Creating a marketing strategy and programme.

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

1.6. Student responsibilities

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.

1.7. Monitoring of student work							
Class attendance	X	Class participation		Seminar paper	X	Experimental work	
Written exam		Oral exam	X	Essay		Research	X
Project		Continuous assessment		Report		Practical work	
Portfolio							
1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
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.							
1.9. 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
Wirtz, J., Lovelock, C., Services Marketing: People, Technology, Strategy (Ninth Edition), World Scientific Publishing Co. Inc., Hackensack, 2022.						1	
Kotler, P., Bowen, J.T., Makens, J. C.: Marketing u ugostiteljstvu, hotelijerstvu i turizmu, MATE, Zagreb, 2010.						1	
1.10. Additional 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.							
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.							
1.11. 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.							

COURSE DESCRIPTION							
Course instructor		Siniša Bogdan, PhD, Associate Professor Suzana Bareša, PhD, Associate Professor					
Co-lecturer		Anna Grazia Quaranta, 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		1 st (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 <i>portfolio theory</i> 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							
<i>1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam</i>							
Evaluation is done according to the description in the paragraph 1.8. of the Study Programme.							
<i>1.10. Compulsory literature</i>							
Bodie, Zvi, Alex Kane, and Alan J. Marcus. 2006. <i>Počela ulaganja</i> [Investments]. 4. izd. Zagreb: Zagrebačka škola ekonomije i managemena, Mate doo.							
<i>1.11. Supplementary literature</i>							
- Reilly, Frank K., and Keith C. Brown. 2011. <i>Investment analysis and portfolio management</i>. 10th ed. Mason, OH: Cengage Learning. - Jordan, Bradford D., Thomas W. Miller, and Steven D. Dolvin. 2015. <i>Fundamentals of investments: Valuation and management</i>. New York: McGraw-Hill Education							
<i>1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.</i>							
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.							

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	1 st (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

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.							

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	1 st (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=A9POYG02m9MAAAAA%3AL1v7sdmEhIB25oVr-VB88qCnmM_IJxr7UckOYxES3lr0UldWUXUt4lD-qafL9meJmUzzS8BLXOQCjA)		
Emily Hopkins "Machine Learning Tools, Algorithms, and Techniques" (https://www.cceol.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

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.

General information		
Course coordinator	Sandra Janković, PhD, Full Professor	
Co-lecturer	Kate Mingjie Ji, PhD	
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	2 nd (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 attending and passing the course, the student will be able to:

- Connect accounting theories with the foundations for designing research in accounting, and understand the interdependence between financial statements and the theoretical framework for their preparation and auditing.
- Critically examine various influences on the development of managerial and financial accounting.
- Understand, analyze, and critically evaluate scientific articles in the field of accounting.
- Design research in the field of accounting, taking into account theoretical insights from managerial accounting and reporting systems in the hospitality industry.
- Propose appropriate research methods in accounting by designing instruments, collecting data, and selecting appropriate data processing methods.
- Develop teamwork skills through group work and the improvement of communication skills, as well as analytical and critical thinking, and enhance presentation skills.

1.4. General course outline

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

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

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

1.5. Types of teaching

- ☒ lectures
☒ seminars and workshops
☐ exercises
☐ distance learning
☐ field work

- ☒ independent tasks
☐ multimedia and network
☐ lab
☒ mentorship
☐ other _____

1.6. Comments

PhD student chooses the activities that creatively contribute to the overcoming of the subject matter and, if possible, to the achievement of the goals of the doctoral dissertation and the answers to the research questions that is the proving of the hypotheses. Students are provided with the use of compulsory and supplementary examination literature and relevant databases.

1.7. Students' obligations

PhD students should prepare a short scientific paper in the field of accounting. The paper could be a literature review or some kind of original scientific research using qualitative or quantitative research methods. The paper is also the basis for the assessment of the learning outcomes. The highest standards of academic integrity are expected of all PhD students.

The paper should consist of the following elements:

- Introduction (motivation, research question, ...).
- Literature review (relevant research frameworks/theories, hypotheses development, research model, ...).
- Sample and methods (data sources, sample definitions, measurement of dependent and independent variables, statistical tests, research methods, ...).
- Findings and discussion.
- Conclusion.
- List of references (use APA style).

1.8. Monitoring students' work

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

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

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

1.10. Compulsory literature

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

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

1.11. Supplementary literature

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

JOURNALS:

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

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

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

General information		
Course coordinator	Goran Karanović, PhD, Full 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	2 nd (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 | ☐ independent tasks |
| ☒ seminars and workshops | ☐ multimedia and network |
| ☐ exercises | ☐ lab |
| ☐ distance learning | ☒ mentorship |
| ☐ field work | ☒ 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.

General information		
Course coordinator	Štefan Bojnec, PhD., Full Professor	
Co-lecturer	Maja Nikšić Radić, PhD, Full Professor	
Course title	Global economic challenges	
Program	Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2 nd (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

☒ seminars and workshops

☒ independent tasks

☐ multimedia and network

	☐ 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 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.							

BASIC DESCRIPTION		
Course instructor	Zvonimira Šverko Grdić, PhD, Full Professor	
Co-lecturer	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	2 nd (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 ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ fieldwork	☒ individual assignments ☐ multimedia and network ☐ laboratories ☒ mentorship ☐ 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.

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, 12 th edition, Pearson, 2024.	1	

1.10. Additional literature

Hanley, N., Shorgren, J., White, B.; Introduction to Environmental Economics, Third Edition, Oxford University Press, 2019.
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.

General information		
Course coordinator	Christian Stipanović, PhD, Full Professor Elena Rudan, PhD, Full Professor	
Course title	Strategic planning and development	
Program	Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2 nd (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

After attending and passing the course, the student will be able to:

1. Critically argue the fundamental theoretical concepts of strategic planning and development.
2. Anticipate trends in sustainable tourism.
3. Formulate a sustainable development plan for a tourist destination or a hotel-tourism enterprise.
4. Develop a model for evaluation, monitoring, and strategic control aimed at the continuous improvement of tourism operations.

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 |
| ☒ seminars and workshops | ☐ multimedia and network |
| ☐ exercises | ☐ lab |
| ☐ distance learning | ☐ mentorship |
| ☐ field work | ☐ 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., Hoskinson, 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., Perković, 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.: Konceptija 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, Pearson, 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.

BASIC DESCRIPTION

Course instructor	Krešimir Mikinac, PhD, Associate Professor	
Name of the course	Business process management	
Study programme	Doctoral study " Business Economics in Tourism and Hospitality Industry"	
Status of the course	Elective	
Year of study	2 nd (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 equip students with the knowledge and skills to analyse, model and manage business processes in tourism and hospitality businesses, with an emphasis on the application of modern methods and information systems. Students will develop the ability to plan and implement organisational change, work effectively in teams and collaborate with experts from different fields to improve the efficiency and competitiveness of the business.

1.2. Course enrolment requirements

-

1.3. Expected learning outcomes

After attending and passing the exam the students are expected to be able to:

1. Manage business processes in tourism and hospitality organisations.
2. Propose appropriate methods and techniques for modelling and managing business processes.
3. Plan business transformations focussing on the concept of business process management.
4. Develop communication with experts from other fields for the purpose of managing business processes in tourism and hospitality.
5. Manage information and develop the ability to work effectively in a team.
6. Manage organisational change.

1.4. Course content

Introduction to Business Process Management. Special features of business processes in tourism and hospitality. Identification and categorisation of business processes. Modelling of business processes: Methods and tools. Business process analysis and optimisation. Information systems to support business processes. Digital transformation and process automation. Change management through the business process approach. Measurement of process efficiency and performance (KPIs, benchmarking). Process integration and organisational architecture. Knowledge management and teamwork in a process-orientated environment. Collaboration with experts: an interdisciplinary approach. Case studies in tourism and hospitality. Ethics and sustainability in business process management.

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							
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 1.7.							
1.7. Monitoring of student work (put an X to the appropriate monitoring form)							
Class attendance	x	Class participation		Seminar paper	x	Experimental work	
Written exam	x	Oral exam		Essay	x	Research	x
Project		Continuous assessment	x	Report		Practical work	
Portfolio							
1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)							
The learning outcomes assessment procedure is in line with the types of monitoring tools as listed in section 1.7. and in accordance with the UNIRI Rulebook on Studies.							
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
1. Buntak, K., Kovačić, M., Premužić, B.: Upravljanje poslovnim procesima, Sveučilište Sjever, Koprivnica, 2020.						2	
2. Bosilj Vukšić, V., Hernaus, T., Kovačić. A.: Upravljanje poslovnim procesima, organizacijski i informacijski pristup, Školska knjiga, Zagreb, 2008.						2	
1.10. Additional literature							
1. Jeston, J.: Business Process Management: Practical Guidelines to Successful Implementations, Routledge, 2022. Dumas, M., La Rosa, M., Medling, J., Reijes A. H.: Fundamentals of Business Process Management, Heidelberg: Springer, 2018.							
1.11. 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.							

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 (Note: Course deactivated, not offered in the current academic year)	
Year of study	2 nd (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 multiculturalism 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 | ☒ independent tasks |
| ☒ seminars and workshops | ☐ multimedia and network |
| ☐ exercises | ☐ lab |
| ☐ distance learning | ☒ mentorship |
| ☐ 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		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.

General information		
Course coordinator	Sabina Hodžić, PhD, Full Professor	
Co-lecturer	Aleksander Aristovnik, PhD, Full Professor	
Course title	Taxes and business strategy	
Program	Doctoral Study "Business Economics in Tourism and Hospitality Industry"	
Course status	Elective	
Year of study	2 nd (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 attending and passing the course, students are expected to develop general knowledge and a fundamental understanding of the basic concepts of business policy, as well as the impact and importance of taxes and tax policy on business strategy. They are also expected to enhance general and specific competencies such as:

- Developing analytical and synthetic thinking regarding the impact of taxes on the effectiveness of business policy
- Interpreting theoretical principles of tax policy operations
- Analyzing the functioning of tax policy and tax strategy
- Creating and presenting appropriate tax plans
- Proposing a tax planning methodology as a means of increasing corporate profit

1.4. General course outline

Introduction to tax business strategy and tax planning. Types of tax planning.
 Restrictions in the behaviour of tax payers. Choice of the optimal organizational form. Implicit and explicit taxation.
 Exempt expenses and tax planning.
 Marginal tax rates and dynamic tax planning. Compensation components and tax planning.
 Taxation and merging, separating and combining companies. Taxes and investments.
 Investment decision-making.
 Pensions and retirement planning (ESOP and others). Multinational tax planning and deciding on investing. The return of international tax and switching income. Transfer prices etc.

1.5. Types of teaching		☒ lectures ☒ seminars and workshops ☐ exercises ☐ distance learning ☐ field work		☒ independent tasks ☐ multimedia and network ☐ lab ☒ mentorship ☐ other _____			
1.6. Comments							
1.7. Students' obligations							
Student obligations are determined by the types of teaching (point 1.5) and in accordance with the types of monitoring tools as defined in point 1.8.							
1.8. Monitoring students' work							
Attendance	0.3	Classroom participation	0.2	Seminar paper	1	Experimental work	
Written exam	1	Oral exam		Essay	0.5	Research	1
Project		Continuous knowledge assessment		Report		Practical work	
Portfolio				Mentorship	1		
1.9. Methods and examples of evaluation of the learning outcomes during the course and on the final exam							
In order to evaluate the learning outcomes during the course, a written exam, independent assignments as well as an essay assignment will be applied for the purposeful reflection of a certain attitude.							
1.10. Compulsory literature							
• Scholes, M.S. et al., Taxes and Business Strategy: A Planning Approach – 5th Edition., Pearson., 2014. • Stiglitz, J. E. and Rosengard, J. K. Economics of the Public Sector: Fourth International Edition. WW Norton & Company, 2015. (selected chapters) • Shah, A., Macro Federalism and Local Finance, World Bank, 2008. (selected chapters) • Roller, D. Fiskalni sustavi i oporezivanje poduzeća – osnovni dio, RRIF., 2009. (selected chapters)							
1.11. Supplementary literature							
• Miller, P. and Hardy, G., Taxation of Company Reorganisations, 5th Edition, Bloomsbury Professional, 2016. • Miller, A. and Oats, L., Principles of International Taxation, 5th Edition, Bloomsbury Professional, 2016. • King, E., Transfer Pricing and Corporate Taxation: Problems, Practical Implications and Proposed Solutions, Springer Science + Business Media, 2009. • Tax Handbook, International Bureau of Fiscal Documentation, Amsterdam, 2006.							
1.12. Quality monitoring methods ensuring the students' acquisition of knowledge, skills and competencies.							
The quality of program, teaching process, teaching skills and the level of adoption of the course content will be assessed by means of a written evaluation and other means defined by the accepted standards in accordance with the Rulebooks on the system of quality assurance and improvement of UNIRI and FTHM.							

General information		
Course coordinator	Marko Perić, PhD, Full 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	2 nd (second)	
Numerical value and teaching types	ECTS coefficient of students' workload	5
	Teaching hours	15 (10+0+5)
	(Lectures + Exercises + Seminars)	

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 multidisciplinary 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.

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	2 nd (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 specificities 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 successful international human resource management programmes and practices for the multicultural organization.
- Effectively implement specific international human resources management functions, processes and activities in the multinational organization.
- Comprehend the impact international human resource management policies and practices will have on employees.
- Identify and understand different challenges of transferring human resource management practices from one country to another.

1.4. General course outline

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

international context.							
1.5. Types of teaching		☒ lectures ☒ 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, Full 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	2 nd (second)	
ECTS credits and manner of instruction	ECTS credits	5
	Number of class hours (L+E+S)	15 (10+0+5)
1. COURSE DESCRIPTION		
<i>1.1. Course objectives</i>		
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.		
<i>1.2. Terms for enrolment</i>		
None.		
<i>1.3. Expected learning outcomes</i>		
• 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.		
<i>1.4. Course content</i>		
• 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.		
<i>1.5. Types of teaching</i>	☒ lectures ☒ seminars and workshops ☒ exercises ☐ distance learning	☒ individual assignments ☐ multimedia and network ☒ laboratories ☐ mentorship

		☐ 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.					

BASIC DESCRIPTION		
Course instructor	Daniel Dragičević, PhD, Full 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	2 nd (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 familiarize 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-economic 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 behaviour 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	☒ individual assignments
	☐ seminars and workshops	☐ multimedia and network
	☐ exercises	☐ laboratories
	☐ distance learning	☒ mentorship
	☐ fieldwork	☐ 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. Beckett, 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.

BASIC DESCRIPTION		
Course instructor	Vanja Vitezić, PhD, Assistant Professor	
Co-lecturer	Yoo Ri Kim, 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	2 nd (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 ☒ seminars and workshops ☐ exercises ☒ distance learning	☒ individual assignments ☐ multimedia and network ☐ laboratories ☒ 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	
Written exam		Oral exam		Essay	
Project	1,5	Continuous assessment		Report	
Portfolio					
1.8. Assessment of learning outcomes in class and at the final exam (procedure and examples)					
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). <i>Managing innovation: integrating technological, market and organizational change</i> . John Wiley & Sons.					
Goller, I., & Bessant, J. (2023). <i>Creativity for Innovation Management: Tools and Techniques for Creative Thinking in Practice</i> . Taylor & Francis.					
1.10. Additional literature					
Kerzner, H. (2023). <i>Innovation project management: Methods, case studies, and tools for managing innovation projects</i> . 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.					

BASIC DESCRIPTION		
Course instructor	Nataša Moreti, PhD, Associate Professor	
Co-lecturer	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	2 nd (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		
-		
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	☒ individual assignments ☐ multimedia and network

	☐ exercises ☐ distance learning ☐ fieldwork	☐ laboratories ☒ mentorship ☒ 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)							
<i>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.</i>							
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.							