

TABLE 5.2 SUBJECT SPECIFICATION

SN		Subject	S	Subject status	Hours of active teaching per week			Other teaching hours	ECTS
					L	E	RS		
First year									
1.		Entrepreneurship and creativity	IX	O	2	2			6
2.		Innovation management	IX	O	2	2			6
3.		Financial management	IX	O	2	2			6
4.		Elective 1	IX	E	2	2			6
5.		Elective 2	IX	E	2	2			6
6.	RS	Research study	X	O			20	0	5
		Master's thesis	X						25
Elective subjects (two out of four)									
		Strategy and planning	IX	E	2	2			6
		Creating and development of entrepreneurial venture	IX	E	2	2			6
		E-business	IX	E	2	2			6
		Marketing management	IX	E	2	2			6

Table 5.2 Subject specification

Study program: Entrepreneurial business and real estate management			
Level of studies: Master academic studies			
Subject: Entrepreneurship and creativity			
Lecturer: Dragan N. Ivkovic			
Subject status: obligatory			
ECTS: 6			
Requirements: none			
<p>Course objective: The objectives of the course are to point out the importance of creative entrepreneurship for the business success of the organization, but also for the realization of individual and general benefits from the entrepreneurial endeavor. One of the goals is to build awareness of the need for creative action in the practice of entrepreneurial organizations in order to achieve the planned economic and social benefits of the venture; The creative action of entrepreneurs and employees should reduce the risks of business failure and contribute to the realization of the expected benefits in the practice of organizations.</p>			
<p>Course outcome: Students are trained to understand and critically evaluate opportunities in the environment, create entrepreneurial ideas and create jobs and changes in the organization, its processes, products and services. The acquired knowledge and skills can help students to establish connections between individual and group creativity in practice. They are trained for creative individual work and group work. Through case studies, prototyping exercises, students develop their creative abilities to solve problems in the field of modern entrepreneurial business.</p>			
<p>Course content Theoretical classes Contemporary entrepreneurship and entrepreneurial thinking and action; Creativity in entrepreneurship; Creativity and creative entrepreneur; Inventive creativity; Creation and realization of new entrepreneurial ideas; The connection between entrepreneurial endeavor and creativity of entrepreneurs; Techniques for stimulating creativity in entrepreneurship; Creative entrepreneurial process; Creativity in the processes of creating new products and services; Creative destruction in entrepreneurship; Creativity and innovation in the function of gaining economic and social benefits; Identifying and solving problems in entrepreneurial business. Practical teaching Exercises that specifically analyze and elaborate certain topics of theoretical teaching, such as the use of methods and techniques to stimulate creativity in entrepreneurship; tools and techniques to encourage creativity, create and group ideas, rank, evaluate and select alternatives. Analysis of the causes of problems in entrepreneurial practice, recognition and solving tasks on specific examples. Preparation for knowledge tests through colloquial test and exam task.</p>			
<p>Literature 1. Seifert Z .; Čočkalović D .; Entrepreneurship, Modified edition, TF Zrenjanin 2010 2. Pokrajac S .: Entrepreneurship, outcomes and ways of "creative destruction" of the Serbian economy, MF Belgrade, 2010, 3. Paunović, B .: Entrepreneurship and small business management. Faculty of Economics, 2012, 4. Kotler F. : Lateral Marketing, Adizes _Novi Sad, 2005</p>			
Hours of active teaching classes		Theoretical classes: 2	Practical teaching: 2
Teaching methods: Ex cathedra lectures, class discussions, essay presentation, case study analysis and mid-term exams.			
Knowledge assessment (maximum number of points 100)			
Pre-exam obligations	Points	Final exam	points
Activity during lectures	5	Written and oral exam	30
Practical teaching	5		
Mid-term exams	30		
Seminary papers	30		

Table 5.2 Subject specification

Study program: Management and entrepreneurship			
Level of study: Master academic studies			
Subject: Innovation management			
Lecturer: Nebojsa T.Zakic			
Subject status: obligatory			
ECTS: 6			
Requirements: none			
Course objective			
Make students aware of the importance of innovation as one of the key factors of competitive advantage, provide knowledge of a holistic approach to innovation, understanding of the environment and organization, innovation process, strategic aspects and organizational mechanisms for innovation, innovation project management, open innovation and networking, intellectual issues property in innovation management, methods and information support to innovation management and how to manage innovation in practice.			
Course outcome			
Students are trained to understand and critically evaluate modern approaches to innovation management, notice the advantages and disadvantages of different models of innovation process, understand and apply the innovation process including the specifics of each phase of the process, acquire knowledge about innovation project management, innovation strategy creation, innovation organization and proactive connections with other organizations, understand the approach of open innovation, understand and apply different methods of support to innovation management, analyze and evaluate problems in innovation management.			
Course content			
Theoretical classes			
Innovation and innovation. Innovation management rules. The process of innovation as a management process. Innovation process models (from conventional to integral). Modern models of product innovation. Business process innovation models. Development of innovation strategy. Organizing for innovation. Adaptability and approachability of innovation. Innovation project management. Open innovation. Research and development and innovation management. Intellectual property in innovation management. Innovation management support methods. Information support for innovation management.			
Practical teaching			
Exercises that specifically analyze and elaborate certain topics of theoretical teaching, such as phases of innovation process, strategy and organization of innovation, management of innovation projects, methods of support to innovation management, lateral thinking, inventive problem solving and more.			
Literature			
1. Stošić B. (2013). Innovation management. Faculty of Organizational Sciences, Belgrade.			
2. Vujcic, D., Petrovic S. D. (2013). Handbook on innovation and scientific research. Faculty of Technical Sciences, Novi Sad.			
3. Zakic N. (2009). Innovation and business process management. Zaduzbina Andrejevic, Belgrade			
4. Trott P. (2008). Innovation management and new product development, Fourth edition. Prentice Hall, Financial Times, Harlow.			
5. Davila T., Epstein M. J., Shelton R. (2007). Making innovation work: How to manage it, measure it and profit from it. Warton School Publishing, New Jersey.			
Hours of active teaching classes		Theoretical classes: 2	Practical teaching: 2
Teaching methods: lectures, practical teaching, mid-term exams and consultations.			
Knowledge assessment (maximum points 100)			
Pre-exam obligations	Points	Final exam	points
Activity during lectures	5	Written and oral exam	40
Practical teaching	5		
Mid-terms	20		
Seminary papers	30		

Table 5.2 Subject specification

[Почетак](#)

Study program: Management and entrepreneurship			
Level of study: Master academic studies			
Subject: Financial management			
Lecturer: Petronija J.Jevtic			
Subject status: Obligatory			
ECTS: 6			
Requirements:			
Course objective: Introducing students to theoretical and practical knowledge and skills for performing more complex jobs and tasks in the field of business finance. Acquiring knowledge in the field of financial policy, planning, management and control of financial and cash flows from the point of view of goals and tasks of business entities			
Course outcome: Students are trained to perform complex jobs and tasks in the field of financial management. Students will, after completing the course, be able to understand the importance and manner of making business and financial decisions. They will also master certain techniques that will enable them to implement decisions in practice.			
Course content Theoretical classes: Financial function in the company; Goals and tasks of financial management; Institutional and economic environment and impact on business operations; Financial markets and financial market participants; Investment and financing policies; Financial planning and analysis; Cash flows; Working capital management; Financial strategy and tactics of assets, capital and liabilities; business and financial leverage Practical classes: Exercises, study research work and other forms of teaching, case studies in practice			
Literature: 1. Van Horne, J.C., Wachowic, J.M.: Fundamentals of Financial Management, Data Status, Belgrade, 2007. 2. Žarkić, J., N, Benković, S., Milosavljević, M.: Financial Management, FON, Belgrade, 2013 3. Mikerević, D., Strategic Financial Management, Faculty of Economics and Finrar, Banja Luka 2005.			
Hours of active teaching classes:		Theoretical classes: 2	Practical teaching: 2
Teaching methods: Teaching takes place through lectures, power-point presentations, case studies from current financial practice, presentation of seminar papers,			
Knowledge assessment: (maximum points 100)			
Pre-exam obligations	points	Final exam	points
Activity during lectures	10	Written exam	/
Practical teaching	10	Oral exam	40
Mid -term exams	20	
Seminary papers	20		

Table 5.2 Subject specification

Study program: Management and entrepreneurship			
Level of studies: Master academic studies			
Subject: Strategy and planning			
Lecturer: Jugoslav R. Anicic			
Subject status: elective			
ECTS: 6			
Requirements:			
Course objective: Introducing students to the formulation, evaluation and implementation of strategy. Also, the student is introduced to strategic planning as a long-term process of defining the goals of the organization and the selection of appropriate actions to achieve the selected goals. Understanding the nature and essence of a strategic plan that should generate certain decisions in companies.			
Course outcome: Students are trained to understand and apply categories and relations related to strategies and planning, as directions for decision making. Also, students can see which approach to use in the planning system. Students will be able to analytically use the acquired knowledge, as a basis for mastering further actions in the business process, because planning is the ability to see the future consequences of current decisions.			
Course content Theoretical classes Introduction to strategy formulation; Effort intensification strategies, Diversification strategies, Stabilization and withdrawal strategies, Generic business level strategies; Strategic selection and application of the selected strategy; Business strategies: cost reduction, differentiation and focus strategy; The connection between planning and strategy in the implementation of plans; Planning time horizon and planning phases; Two approaches to formulating a strategy as a planning decision that contributes to the achievement of company goals; Synergistic effects; Leadership and strategies; Rational planning process and intended strategy; Strategic alliances. Practical classes: Discussions and possibly presentation of seminar papers			
Literature 1. Đuričin, D., Janošević, S., Kaličanin, Đ. (2012) Management and Strategy, seventh edition, Center for Publishing of the Faculty of Economics in Belgrade, Belgrade. 2. Hill C., W., L., Jones G., R., Galvin, P. (2004) Strategic Management: An Integrated Approach, 5th edition, John Wiley & Sons, Milton, Australia 3. Evans, J., R., Lindsay, W., M. (2002) The Management and Control of Quality, 5th edition, South-Western, Thomson Learning, Cincinnati, Ohio, USA			
Hours of active teaching	Theoretical classes: 2	Practical teaching: 2	
Teaching methods: Lectures, auditory exercises, consultations			
Knowledge assessment (maximum points 100)			
Pre-exam obligations	Points	Final exam	points
Activity during lectures	5	Written exam	/
Practical teaching	5	Oral exam	40
Mid-term	20		
Seminary papers	30		

Table 5.2. Subject specification

Study program: Management and entrepreneurship			
Level of studies: Master academic studies			
Subject: Creation and development of entrepreneurship			
Lecturer: Marina D.Bugarcic			
Subject status: elective			
ECTS: 6			
Requirements: none			
Course objective			
Acquiring and expanding knowledge in the field of entrepreneurial management to create successful entrepreneurial ventures, i.e. introducing students to theoretical and practical knowledge in the field of entrepreneurial management. The knowledge that is transferred is in line with the standards applied at universities around the world. The acquired knowledge helps students, future managers, to successfully solve managerial tasks and helps with key questions of competitive entrepreneurship: How to succeed and what is most important for the company's success and the success of business-oriented managers in the world of entrepreneurship?			
Course outcome			
The student is capable of individual work and team work in entrepreneurial organizations, but also for independently starting an entrepreneurial venture. The acquired theoretical knowledge enables the student to analyze and predict the situation in the organization's environment, to recognize the chances and opportunities for generating an entrepreneurial venture, whether it is individual or corporate entrepreneurship. Students have acquired competencies, knowledge, skills and / or attitudes, in accordance with the principles of entrepreneurial business and in conditions of market uncertainty. They are able to critically review and analyze the processes in the environment, doing business in a corporate organization, to assess the capabilities, competence and competitiveness of a corporate organization and to assess the risks of a new entrepreneurial venture.			
Course content			
Theoretical classes The nature of entrepreneurship; The business environment of an entrepreneurial organization; Sustainable entrepreneurial business; Competitiveness - a condition for the growth and development of an entrepreneurial organization; Entrepreneurial strategies; Creativity and innovation; Choosing an idea for a new venture; Business plan as an entrepreneurial tool - testing and verification of entrepreneurial ideas; Project as a type of business entrepreneurial venture; Innovation and innovative entrepreneurship; Entrepreneurial process models; production and technological processes; Product development; Corporate growth and development, growth strategies and models; Entrepreneurial enterprise development in a corporate entrepreneurial organization; Entrepreneurial venture risk management; Life cycle management of an entrepreneurial organization. Economic parameters of entrepreneurial business.			
Practical teaching:			
Case studies of successful entrepreneurial organizations; Identifying key development and limiting factors for the growth and development of the entrepreneurial venture on concrete examples; Preparation of materials, conception and writing of project work on a given topic, Preparation and implementation of a colloquial test of knowledge testing, preparation for submission and defense of a seminar paper; Evaluation and analysis of realized teaching.			
Literature			
1.Sajfert Z .; Ćočkaló D .; Entrepreneurship, Modified edition, TF Zrenjanin 2010 2.Pokrajac S .: Entrepreneurship, challenges and ways of "creative destruction" of the Serbian economy, MF Belgrade, 2010, 3.Baringer, B., Ireland, D., (2006), Entrepreneurship, Pearson education, Inc, New Jersey,			
Hours of active teaching	Theoretical classes: 2	Practical teaching: 2	
Teaching methods:			
Lectures are auditory, performed with all students in the amphitheater and accompanied by video presentations. Exercises are performed in groups of students in the auditorium as: auditory, where certain topics from the lecture are explained, instructions are given for writing the paper; consultative, within which consultations are performed for the preparation of works; demonstrative for the presentation and public defense of works by students; demonstrations, to present specific entrepreneurial ventures. Case studies.			
Knowledge assessment (maximum points 100)			
Pre-exam obligations	Points	Final exam	points
Activities during lectures	5	Written and oral exam	30
Practical teaching	5		
Mid-terms	30		
Seminary papers	30		

Table 5.2 Subject specifications

[Почетак](#)

Study program: Management and entrepreneurship			
Level of studies: Master academic studies			
Subject: E-business			
Lecturer: Petronija J.Jevtic			
Subject status: elective			
ECTS:6			
Requirements:			
Course objective Adoption of basic concepts and recognition of different models of electronic business, as well as recognition of the place of electronic business in the strategy of the organization and its connection with the entire information system of the organization.			
Course outcome: By mastering the course program, the student acquires the following subject-specific abilities: thorough knowledge and understanding of electronic business as a discipline; solving specific problems using scientific methods and procedures; connecting basic knowledge in the field of electronic business and their application; use of information and communication technologies in mastering the knowledge of the relevant field; for the design and implementation of a real system for electronic business.			
Course content Theoretical classes Development and description of technologies that are the basis of electronic business; Basic categories of electronic business; E-business strategy and business modeling; Basic models of e-commerce; E-business security; Methods of payment in electronic business; Mobile business; Integration of electronic business in IS organizations; E-business system design Practical classes: Exercises Defining business models of e-business for specific organizations and independent development of elements of e-business systems.			
Literature Required 1. Radenkovic, B. (etc.) (2015) Electronic business, FON, Belgrade Supplementary 2. Pavlović. M. (2010) Internet technologies and e-business, Cekom, Novi Sad 3. Deitel H. M., Deitel P. J., Nieto T. R. (2001) e-Business & e-Commerce: How to Program, Prentice Hall (selected chapters)			
Hours of active teaching		Theoretical classes: 2	Practical teaching: 2
Teaching methods Verbal-textual and demonstrative methods, methods of making reports, seminar papers and projects, as well as the method "step by step" are applied.			
Knowledge assessment (maximum points 100)			
Pre-exam obligations	Points	Final exam	points
Activities during lectures	10	Written exam	/
Mid-term exams	40	Oral exam	30
Seminary papers	20	

Table 5.2 Subject specification

Study program: Management and entrepreneurship			
Level of studies: Master academic studies			
Subject: Marketing management			
Lecturer: Maja A.Vrbanac			
Subject status: elective			
ECTS: 6			
Requirement: enrollment			
Course objective Introducing students to theoretical and practical knowledge in the field of marketing management, with special emphasis on the knowledge and competencies that need to have as a manager of the future. The acquired knowledge should serve students, future managers, as a signpost to success, or as an answer to the question: How to quickly identify opportunities and threats in an environment that is subject to constant change, improving strengths and reducing weaknesses? The goal is to enable students to understand marketing management activity and its application in practice.			
Course outcome Acquisition and improvement of theoretical and practical knowledge in the field of marketing necessary for timely marketing decisions. The student acquires competencies, knowledge and skills and specializes in managing marketing activities in the company in order to quickly identify problems, reason, decide and react to solve them. As a result of their work, they need to know and improve the overall business and management process in the company.			
Course content Theoretical classes: The units that will be the subject of research are primarily related to: Defining and developing management. Process management. Functional areas of management. The process of planning, organizing, staffing, leading, controlling and making decisions. Manager and his role in teamwork. Management and specialized management disciplines. Management skills. The role of marketing in management processes and empowerment of companies by applying the basic guidelines of the marketing concept. Practical classes: Recipes for successful managers, case studies.			
Literature 1. Filipović V, Kostić-Stanković M., (2012), Marketing Management, FON, Belgrade, 2. Milanović-Golubović, V., (2004), "Marketing Management", Megatrend, Belgrade, 3. Chuck W. (2013), Principles of Management, Data Status, Belgrade, 4. Inić, B., (2006), Management 2, The world's business icons, Belgrade.			
Hours of active teaching		Theoretical classes: 2	Practical teaching: 2
Teaching methods: Power Point presentations, interactive discussions, work groups, case studies, role play.			
Knowledge assessment: (maximum points 100)			
Pre-exam obligations	Points	Final exam	points
Activities during lectures	5	Written exam	/
Practical teaching	5	Oral exam	40
Mid-term exams	20	
Seminary papers	30		

Study program: Management and entrepreneurship			
Level of study: academic graduate studies			
Subject: Research study – graduation project preparation			
Lecturers: Nebojsa T. Zakic, Jugoslav R. Anicic, Ivan Z. Sijakovic, Marina D. Bugarcic, Aleksandar Gracanac, Petronija J. Jevtic, Maja A. Vrbanac, Danijela M. Andjelkovic			
Subject status: obligatory			
ECTS: 5			
Requirements: completed all subjects and fulfilled all the pre-exam requirements in accordance with the curriculum			
Objectives The student acquires the ability to: understand the research process of the selected topic; interpretations of research processes and results; checking the accuracy and validity of the data used and their analysis; application of statistical, experimental and other research methods; conducting consequential - comparative research; conducting correlation and qualitative research; creating research in accordance with the selected research subject; conducting research, chronological analysis and recognizing evolutionary changes and trends of the observed subject of research; making and interpreting conclusions based on the obtained research results.			
Expected outcomes After the professional - research work, the student acquires the ability to express and understand orally and in writing; the importance of critical thinking in research work; applied scientific research methods; ways of obtaining and collecting information for research work; phases and levels of research; the purpose of setting initial and alternative hypotheses; critical points of consequential - comparative research; the purpose, procedure, critical points and interpretation of correlation research; quantitative and qualitative analysis, setting criteria and determining their methods; data obtained by analysis; data analysis using internal and external criticism and synthesis; different approaches to research; interpretation of the obtained results and making a conclusion.			
The content Collection of quantitative and qualitative data from alternative sources necessary for research; establishing research criteria; data analysis using various scientific methods; testing the obtained analysis results; identifying opportunities and problems; writing a report on the results of the performed analysis; written and oral presentation and explanation of research results, as well as conducting a discussion on the obtained results with the application of logical and critical thinking.			
Literature (from the library and other sources): Literature of relevant fields, professional periodicals, internet, etc.			
Hours of active teaching			
Lectures: no	Practical teaching: no	Other teaching forms: no	Research study: 20
Methods of realization Application of quantitative and qualitative methods of data collection and analysis, diagnosing conditions and problems; writing reports on the results of research with recommendations for solving the identified problems; critical review of theoretical and practical research results.			
Knowledge assessment (maximum points 100)			
Pre-exam requirements	points	Final exam	points
Lectures	/	Oral examination – seminary paper	30
Research study	10		
Seminary paper	60		

Study program: Management and entrepreneurship
Level of studies: Academic graduation studies
Subject: Master thesis – writing and defense
Final project
ECTS: 25
Requirements: completed all exams in accordance with the curriculum, submitted and accepted work
Objectives Acquiring knowledge about the manner, structure and form of writing reports after the performed analyzes and other activities that were carried out within the chosen topic of the Master's thesis; gaining experience for writing papers within which it is necessary to describe the issues, implemented methods, procedures and the obtained results of research and analysis; developing the ability of students to prepare the results of independent work in a suitable form and present them publicly, as well as to respond to comments and questions related to a given topic; enabling students to contribute to the development and implementation of business research in empirical, theoretical and methodological terms; developing students' ability to plan, conduct and present research, demonstrate the level of knowledge achieved and the ability to set alternative approaches in the field of Management and Entrepreneurship.
Expected outcomes After writing, presenting and defending the Master's thesis, the student developed the skills: to systematically approach the solution of given problems; to identify the research topic and formulate the subject of research which implies the development of his knowledge in the chosen field of graduate studies; to analyze data from the relevant literature and other areas in order to find a solution to the problem; to carry out a study in accordance with the chosen scientific method, including the collection, analysis and presentation of results on the ontological and epistemological basis of the applied theoretical perspective; to provide a well-argued empirical, theoretical and methodological contribution to the chosen field of research; to provide practical implications of research through scientific study and project future tendencies in the researched field; to develop a constructive and critical attitude towards the subject of research; that he can apply certain experiences in practice when solving problems in the field of his profession; by preparing the results for the presentation of independent scientific - research Master's work before the commission, the audience that knows the field of the student's profession, as well as before the audience that is not professionally (theoretically and / or empirically) related to topics and research in this field, gains experience necessary in professional practice.
General contents It is formed individually in accordance with the needs and the area covered by the given topic of the Master's thesis. The student, in agreement with the mentor, compiles the research program and realizes the Master's thesis in writing in accordance with the established rules of the faculty. The student prepares and defends the Master's thesis in public, before the commission in accordance with the established rules and procedures.
Methods of realization During the preparation of the Master's thesis, the student consults the mentor, and if necessary, other professors who deal with the area that is the topic of the final thesis. The student compiles the Master's thesis and, after obtaining the consent of the evaluation and defense commission, submits the bound copies to the commission. The defense of the Master's thesis is public, and the student is obliged to answer the questions and remarks orally after the presentation.
Knowledge assessment (maximum number of points 100) Research report: 25 points Preparation of the final work: 50 points Defense of work: 25 points