

PARTISH

Development of part-time and short cycle studies In higher education in Bosnia and Herzegovina

4.1. Developed curricula and course syllabi at the University of Tuzla

Project Acronym:	PARTISH
Project full title:	Development of part-time and short cycle studies in higher education in Bosnia and Herzegovina
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Abstract	University of Tuzla developed curricula for 3 SCHE programs. These curricula are line with deliverables 2.5 and 2.6. For each course a syllabus is specified.

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**UNIVERSITY OF TUZLA
FACULTY OF PHYSICAL
EDUCATION AND SPORT**



**UNIVERZITET U TUZLI
FAKULTET ZA TJELESNI
ODGOJ I SPORT**

KRATKI CIKLUS STUDIJA ADAPTIRANA TJELESNA AKTIVNOST

Akademska godina 2023/24.

**UNIVERSITY OF TUZLA
FACULTY OF PHYSICAL
EDUCATION AND SPORT**



**UNIVERZITET U TUZLI
FAKULTET ZA TJELESNI
ODGOJ I SPORT**

SHORT CYCLE STUDY PROGRAM ADAPTED PHYSICAL ACTIVITY

Academic year 2023/24.

1. UVOD

Program “Adaptirana tjelesna aktivnost” predstavlja kratki program cjeloživotnog učenja u okviru visokog obrazovanja koji organizuje i implementira Univerzitet u Tuzli, odnosno Edukacijsko-rehabilitacijski fakultet i Fakultet za tjelesni odgoj i sport. Program je nastao kao potreba za pružanje dodanih znanja i kompetencija stručnjacima iz područja tjelesnog odgoja i sporta i specijalne edukacije i rehabilitacije za planiranje, kreiranje i provođenje adaptiranih programa tjelesnog odgoja i sporta u okviru nastave tjelesnog i zdravstvenog odgoja u odgojno-obrazovnim ustanovama, te u okviru sportsko-rekreativnih programa u školama sporta i sportskim klubovima.

Program je prvenstveno namijenjen profesionalcima iz navedenih područja koji su trenutno angažovani u odgojno-obrazovnim ustanovama, školama sporta, sportskim klubovima, udruženjima za podršku djeci sa teškoćama u razvoju.

Program se realizuje u saradnji sa Pedagoškim zavodom Tuzlanskog kantona.

Javna rasprava o potrebama i interesovanja za kratkim programom cjeloživotnog učenja „Adaptirana tjelesna aktivnost“ i kratka anketa provedeni su u okviru 15. Međunarodnog simpozija "SPORT I ZDRAVLJE" održanog 1. i 2.12.2022. godine. Na javnoj raspravi učestvovala su 32 profesora tjelesnog odgoja i sporta zaposlenim na području Tuzlanskog kantona. Rezultati ankete i javne rasprave pokazuje da svi ispitanici smatraju da im trebaju dodatne vještine i znanja za pripremu i provođenje programa adaptirane tjelesne aktivnosti. Takođe, većina ispitanika upisala bi takav program, ukoliko bi on bio ponuđen u okviru visokoškolskog obrazovanja (84,4%).

2. OPĆE INFORMACIJE O PROGRAMU

Naziv programa:	Adaptirana tjelesna aktivnost
Trajanje programa:	700 sati
ECTS:	15
Jezik:	B/H/S
Način izvođenja:	DL
Nositelj studijskoga programa:	Edukacijsko-rehabilitacijski fakultet Fakultet za tjelesni odgoj i sport
Ciljevi programa:	Razvoj znanja i vještina za kreiranje i provođenje efikasnih programa adaptirane tjelesne aktivnosti
Ishodi učenja programa:	Razvoj funkcionalnih programa ATA Procjena i učešće u IEP procesu Keiranje i implemnetacija programa ATA Evaluacija i praćenje napredovanja djece sa teškoćama u razvoju Interdisciplinarna komunikacija i unapređenje inkluzivne kulture i prakse

3. OSNOVNE KARAKTERISTIKE PROGRAMA

3.1. Uslovi za upis na program

Upis na kratki program cjeloživotnog učenja vrši se na osnovu javnog konkursa kojeg raspisuje i njegov sadržaj utvrđuje Senat, na prijedlog NNV fakulteta.

Pravo upisa na kratki program cjeloživotnog učenja imaju lica koja su završila odgovarajući dodiplomski studij/studij I ciklusa u trajanju od četiri godine (sa ostvarenih 240 ECTS bodova) ili odgovarajući dodiplomski studij/studij I ciklusa u trajanju od tri godine (sa ostvarenih 180 ECTS bodova), i to Edukacijsko – rehabilitacijski fakultet (Studijski program specijalna edukacija i rehabilitacija) i Fakultet tjelesnog odgoja i sporta (Studijski programi: Tjelesni odgoj i sport i Edukacija trenera u sportu).

Strani državljani i osobe bez državljanstva imaju pravo upisa na studij pod jednakim uslovima kao i državljani BiH.

3.2. Trajanje kratkog programa cjeloživotnog učenja

Kratki program cjeloživotnog učenja traje 15 sedmica, a vrednuje se sa 30 ECTS bodova.

3.3. Način provođenja kratkog programa cjeloživotnog učenja

Program se provodi kao cjeloživotni program učenja, a način izvođenja nastave je učenjem na daljinu (DL – distance learning)

3.4. Način završetka kratkog programa cjeloživotnog učenja

Polaznik kratkog programa cjeloživotnog učenja dužan kroz 15 sedmica sakupiti 30 ECTS-a što podrazumijeva prisutvo na online predavanjima, izvršene obaveze vezane za aktivnosti programa (seminarski rad u okviru predmeta i odrađenu praksu kao i polaganje predispitnih i ispitnih obaveza).

Kandidatu koji je izvršio sve obaveze izdaje se uvjerenje kojim se potvrđuje da je kandidat uspješno završio program cjeloživotnog učenja i kao i dodatak uvjerenju kojim se daju bliže informacije o znanjima i vještinama koje je polaznik stekao završetkom programa.

3.5. Resursi potrebni za izvođenje programa

Za izvođenje programa cjeloživotnog učenja Adaptirana tjelesna aktivnost postoje svi potrebni resursi za realizaciju nastave kao i ostalih obaveza koje su predviđene ovim programom. U skladu sa Standardima i normativima za visoko obrazovanje Tuzlanskog kantona (član 14) kojima su definisana minimalni standardi za izvođenje studija na daljinu. Za potrebe izvođenja ovog programa obezbjeđena je Moodle platforma kao LMS sistem, te stalna internet konekcija za

nesmetano izvođenje nastave. Svi završni ispiti biti će provedeni u prostorijama Edukacijsko-rehabilitacijskog fakulteta kao i prostorijama Fakulteta za tjelesni odgoj i sport.

4. NASTAVNI PLAN

Šifra predmeta	Naziv predmeta	Sati nastave			Sati prakse	ECTS
		p	a	s		
1.	Tjelesni odgoj i sport i inkluzija	50	25	25	25	5
2.	Razvojne sposobnosti i sadržaj programa tjelesnog i zdravstvenog odgoja i sporta	50	25	25	25	5
3.	Značaj tjelesnog odgoja i sporta za djecu sa teškoćama u razvoju	50	25	25	25	5
4.	Procjena i IEP	50	25	25	25	5
5.	Planiranje ATA u okviru IEP procesa	50	25	25	25	5
6.	Implementacija ATA	50	25	25	25	5
ECTS UKUPNO						30

5. NASTAVNI PROGRAMI (SILABUSI)

Naziv programa	Adaptirana tjelesna aktivnost				
Naziv predmeta	Tjelesni odgoj i sport i inkluzija				
Šifra predmeta					
ECTS	5				
Broj sati nastave	Predavanja		Aktivnost	Seminari	Praksa
	50		25	25	25
Ciljevi predmeta	Upoznavanje sa inkluzivnom teorijom i praksom Upoznavanje sa internacionalnim i nacionalnim pretpostavkama inkluzije Upoznavanje sa pretpostavkama i analiza stanja inkluzivnog obrazovanja Razumijevanje i značaja tjelesnog i zdravstvenog odgoja i sporta u promociji i razvoju inkluzije Upoznavanje sa razvojem adaptirane tjelesne aktivnosti				
Ishodi učenja predmeta	Definirati, razumjeti i objasniti pojmove inkluzije, adaptirane tjelesne aktivnosti i sporta; Razumjeti razvoj discipline u svijetu i stanje u BiH razumjeti ulogu različitih profesionalaca u planiranju i implementaciji ATA i sporta; Primijeniti stečena znanja i vještine kroz planiranje i implementaciju aktivnosti promocije inkluzije i ATA i sporta u praksi; Primijeniti stečena znanja u analizi inkluzivnih izazova u nastavi i sportu				



	Kreirati programe adaptirane tjelesne aktivnosti			
Sadržaj predmeta		Tema		
	Paradigma inkluzije u BiH			
	Inkluzija u obrazovanju			
	Analiza stanja i izazova u inkluzivnom obrazovanju			
	Stvaranje inkluzivnog okruženja			
	Ciljevi nastave tjelesnog i zdravstvenog odgoja na različitim nivoima školovanja			
	Razvoj ATA			
	Razvoj sporta za OSI			
	Značaj tjelesnog odgoja i sporta u promociji i razvoju inkluzivnih vrijednosti			
Uloga nastavnika TiZO u kreiranju programa adaptirane tjelesne aktivnosti				
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	predavanja, suradničko učenje, rad na tekstu, e-učenje, seminarski radovi, rasprave, analiza, prikaz slučaja, rješavanje problema, praktična primjena			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnost i provjera znanja		25	1	
Samostalan pregled literature i seminarski rad		25	1	
Praksa		25	1	
Ukupno		125	5	
Način izračuna konačne ocjene				
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISPITNE OBAVEZE Odslušano predavanje: 0-10 Aktivnost i evaluacija: 0-20 bodova Praktikum: 0-10 bodova, Seminarski rad: 0-10 bodova -ZAVRŠNI ISPIT: 25-50 bodova				
Literatura	- UN Konvencija o pravima osoba s invaliditetom - Opšti komentar na član 24 Konvencije o pravima osoba s invaliditetom: PRAVO NA INKLUZIVNO OBRAZOVANJE - Booth, T. i Ainscow, M. Indeks inkluzivnosti: Promicanje učenja i sudjelovanja u školama. - Pedagoški zavod Zenica Adaptirano za uporabu u Bosni i Hercegovini: Save the Children UK, program u Bosni i Hercegovini, 2008.			

	- Auxter D, Pyfer J i Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997
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Naziv programa	Adaptirana tjelesna aktivnost				
Naziv predmeta	Razvojne sposobnosti i sadržaj programa tjelesnog i zdravstvenog odgoja i sporta				
Šifra predmeta					
ECTS	5				
Broj sati nastave		Predavanja	Aktivnost	Seminari	Praksa
		50	25	25	25
Ciljevi predmeta	Upoznavanje sa razvojnim sposobnostima djece i mladih Razumijevanje i značaja tjelesnog i zdravstvenog odgoja i sporta u poticanju razvojnih sposobnosti.				
Ishodi učenja predmeta	Razumjeti i objasniti razvojne sposobnosti djece i mladih; Razumjeti povezanost nastave TiZO u poticanju razvojnih sposobnosti djece i mladih. Primijeniti stečena znanja u kreiranju ATA. Kreirati programe adaptirane tjelesne aktivnosti na različitim nivoima obrazovanja.				
Sadržaj predmeta		Tema			
	Motorički razvoj				
	Perceptivno – motorički razvoj				
	Kognitivni razvoj				
	Razvoj kognitivnih, komunikacijskih i socijalno-emocionalnih karakteristika				
	Predškolski odgoj i ATA				
	Razredna nastava i ATA				
	Predmetna nastava i ATA				
Adaptirani sport i mladi					
Jezik	B/H/S				
E-učenje	MOODLE PLATFORMA Big Blue Button				
Metode poučavanja	predavanja, suradničko učenje, rad na tekstu, e-učenje, seminarski radovi, rasprave, analiza, prikaz slučaja, rješavanje problema, praktična primjena				
		Alokacija ECTS bodova i udjela u ocjeni			
Obveze studenata		Sati opterećenja		Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50		2	
Aktivnost i provjera znanja		25		1	
Samostalan pregled literature i seminarski rad		25		1	
Praksa		25		1	
Ukupno		125		5	
Način izračuna konačne ocjene					

Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja:

-PREDISBITNE OBAVEZE

Odslušano predavanje: 0-10

Aktivnost i evaluacija: 0-20 bodova

Praktikum: 0-10 bodova,

Seminarski rad: 0-10 bodova

-ZAVRŠNI ISPIT: 25-50 bodova

Literatura	- Bratovčić, V., Junuzović-Žunić, L., Teskeredžić, A., Šarić, E., Mehmedinović, S. i Dizdarević, A. Karakteristike i poticanje ranog psihomotornog razvoja djece. Tuzla: PAPIR-KARTON, 2016. - Auxter D, Pyfer J i Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - E-knjige: http://erf.untz.ba/web/biblioteka/e-knjige/
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Naziv programa	Adaptirana tjelesna aktivnost				
Naziv predmeta	Značaj tjelesnog odgoja i sporta za djecu sa teškoćama u razvoju				
Šifra predmeta					
ECTS	5				
Broj sati nastave	Predavanja		Aktivnost	Seminari	Praksa
	50		25	25	25
Ciljevi predmeta	Upoznavanje sa karakteristikama djece i mladih sa teškoćama u razvoju Razumijevanje značaja TiZO i sporta za poticanje psihomotornog, kognitivnog, socijalnog, emocionalnog razvoja i zdravlja djece i mladih sa teškoćama u razvoju.				
Ishodi učenja predmeta	Razumjeti karakteristike djece i mladih sa teškoćama u razvoju; Razumjeti značaj TiZO i sporta za poticanje psihomotornog, kognitivnog, socijalnog, emocionalnog razvoja i zdravlja djece i mladih sa teškoćama u razvoju. Primijeniti stečena znanja i vještine kroz planiranje i implementaciju aktivnosti ATA i sporta u praksi; Kreirati programe adaptirane tjelesne aktivnosti				
Sadržaj predmeta	Tema				
	Karakteristike djece i mladih sa motoričkim poremećajima i značaj TiZO i sporta Karakteristike djece i mladih sa hroničnim bolestima i značaj TiZO i sporta Karakteristike djece i mladih sa intelektualnim teškoćama i značaj TiZO i sporta Karakteristike djece i mladih sa poremećajima iz autističnog spektra i značaj TiZO i sporta Karakteristike djece i mladih sa oštećenjem vida i značaj TiZO i sporta Karakteristike djece i mladih sa oštećenjem sluha i značaj TiZO i sporta				
Jezik	B/H/S				
E-učenje	MOODLE PLATFORMA				

	Big Blue Button		
Metode poučavanja	predavanja, suradničko učenje, rad na tekstu, e-učenje, seminarski radovi, rasprave, analiza, prikaz slučaja, rješavanje problema, praktična primjena		
	Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata	Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje	50	2	
Aktivnost i provjera znanja	25	1	
Samostalan pregled literature i seminarski rad	25	1	
Praksa	25	1	
Ukupno	125	5	
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-10 Aktivnost i evaluacija: 0-20 bodova Praktikum: 0-10 bodova, Seminarski rad: 0-10 bodova -ZAVRŠNI ISPIT: 25-50 bodova			
Literatura	- Auxter D, Pyfer J i Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - Train4Inclusive – Handbook for Trainers, First Edition, CUS Palermo, 2022 - E-knjige: http://erf.untz.ba/web/biblioteka/e-knjige/		

Naziv programa	Adaptirana tjelesna aktivnost				
Naziv predmeta	Procjena i IEP				
Šifra predmeta					
ECTS	5				
Broj sati nastave	Predavanja	Aktivnost	Seminari	Praksa	
	50	25	25	25	
Ciljevi predmeta	Upoznavanje sa različitim vrstama procjene u svrhu identifikacije potreba za ATA, utvrđivanja potreba djeteta sa teškoćama, utvrđivanja načina adaptacije tjelesnih aktivnosti, načina podučavanja i mjerenja napredovanja djeteta sa teškoćama u razvoju. Upoznavanje sa ulogama inkluzivnog tima u procesu procjene. Primjena različitih instrumenata i načina procjene baziranih na potrebama djece sa različitim teškoćama u razvoju.				
Ishodi učenja predmeta	Definisati i objasniti odluke zasnovane na procjeni Znati kreirati instrument za procjenu potreba u nastavi na osnovu nastavnog plana i programa TiZO. Razumjeti kako primijeniti instrument za procjenu potreba djeteta sa teškoćama u razvoju.				



	Znati kako koristiti instrument za procjenu potreba zasnovan na nastavnom planu i programu u svrhu donošenje odluka o identifikaciji, programiranju, odabiru instrukcija. Znati sličnosti i razlike između normiranih instrumenata procjene i kriterijskih testova i donošenje odluka o korištenju istih.			
Sadržaj predmeta	Tema			
	Planiranje procjene			
	Svrha i cilj procjene - odabir i kreiranje instrumenata procjene			
	Provođenje procjene u skladu sa potrebama i mogućnostima sredine, ciljevima nastavnog plana i programa, uslova sredine			
	Određivanje kriterija i ciljeva procjene			
	Instrumenti procjene u ATA			
	Procjena motorike			
	Procjena fitnesa			
	Procjena postularnog statusa			
Procjena kognitivnih, komunikacijskih i socijalno-emocionalnih karakteristika				
Procjena ponašanja				
Interdisciplinarna sradnja u procesu procjene				
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	predavanja, suradničko učenje, rad na tekstu, e-učenje, seminarski radovi, rasprave, analiza, prikaz slučaja, rješavanje problema, praktična primjena			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnost i provjera znanja		25	1	
Samostalan pregled literature i seminarski rad		25	1	
Praksa		25	1	
Ukupno		125	5	
Način izračuna konačne ocjene				
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISPITNE OBAVEZE Odslušano predavanje: 0-10 Aktivnost i evaluacija: 0-20 bodova Praktikum: 0-10 bodova, Seminarski rad: 0-10 bodova -ZAVRŠNI ISPIT: 25-50 bodova				



Literatura	- Kelly, L.E. (2011). Designing and Implementing Effective Adapted Physical Education Programs. Sagamore Publishing LLC. - Auxter D, Pyfer J i Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997
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Naziv programa	Adaptirana tjelesna aktivnost				
Naziv predmeta	Planiranje ATA u okviru IEP procesa				
Šifra predmeta					
ECTS	5				
Broj sati nastave	Predavanja		Aktivnost	Seminari	Praksa
	50		25	25	25
Ciljevi predmeta	Upoznavanje sa zakonskim pretpostavkama inkluzivnog obrazovanja, koracima IEP procesa i ulogama članova inkluzivnog tima. Prmjena IEP u nastavi TiZO.				
Ishodi učenja predmeta	Znati kako se pravilnik o inkluzivnom obrazovanju i ostali zakonski akti primjenjuju u nastavi TiZO Znati i objasniti korake IEP procesa Znati kako primijeniti IEP u nastavi TiZO i razumjeti povezanost između APA i IEP Razumjeti ulogu i izazove različitih članova inkluzivnog tima u IEP procesu.				

Sadržaj predmeta	Tema			
	Analiza zakonskih pretpostavki inkluzivnog obrazovanja IEP proces Inkluzivni tim – uloge i saradnja članova inkluzivnog tima Postavljanje ciljeva u skladu sa rezultatima procjene Saradnja sa različitim resursima iz zajednice, primjena asistivnih pomagala Saradnja sa roditeljima			
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	predavanja, suradničko učenje, rad na tekstu, e-učenje, seminarski radovi, rasprave, analiza, prikaz slučaja, rješavanje problema, praktična primjena			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnost i provjera znanja		25	1	
Samostalan pregled literature i seminarski rad		25	1	
Praksa		25	1	
Ukupno		125	5	
Način izračuna konačne ocjene				
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-10 Aktivnost i evaluacija: 0-20 bodova Praktikum: 0-10 bodova, Seminarski rad: 0-10 bodova -ZAVRŠNI ISPIT: 25-50 bodova				
Literatura	- Kelly, L.E. (2011). Designing and Implementing Effective Adapted Physical Education Programs. Sagamore Publishing LLC. - Auxter D, Pyfer J i Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - Manual for Professionals in Adapted Physical Activity, 2011, Handicap International- Maghreb Programme			

Naziv programa	Adaptirana tjelesna aktivnost
Naziv predmeta	Implementacija ATA
Šifra predmeta	

ECTS	5				
Broj sati nastave		Predavanja	Aktivnost	Seminari	Praksa
		50	25	25	25
Ciljevi predmeta	Planiranje, implementacija i evaluacija ATA programa				
Ishodi učenja predmeta	Objasniti pet osnovnih potrebe djeteta koje trebaju biti uzete u obzir prilikom planiranja časa TiZO				
	Razumjeti ulogu nastavnika u planiranju i kreiranju pristupačne sredine, djetetovih obrazovnih potreba i načina dobijanja povratnih informacija				
	Razumjeti kako kreirati program baziran na vještinama i kriterijima procjene				
	Razumjeti i primijeniti različite stilove učenja i podučavanja				
Sadržaj predmeta	Tema				
	Kreiranje kurikuluma baziranog na postignućima				
	Kreiranje pristupačne sredine za podučavanje				
	Primjena efikasnih instrukcija				
	Primjena adaptiranih aktivnosti u skladu sa nastavnim planom i programom i potrebama učenika				
	Materijali i sredstva za rad u ATA				
Jezik	B/H/S				
E-učenje	MOODLE PLATFORMA Big Blue Button				
Metode poučavanja	predavanja, suradničko učenje, rad na tekstu, e-učenje, seminarski radovi, rasprave, analiza, prikaz slučaja, rješavanje problema, praktična primjena				
		Alokacija ECTS bodova i udjela u ocjeni			
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni	
Odslušano predavanje		50	2		
Aktivnost i provjera znanja		25	1		
Samostalan pregled literature i seminarski rad		25	1		
Praksa		25	1		
Ukupno		125	5		
Način izračuna konačne ocjene					
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja:					
-PREDISPITNE OBAVEZE					
Odslušano predavanje: 0-10					
Aktivnost i evaluacija: 0-20 bodova					
Praktikum: 0-10 bodova,					
Seminarski rad: 0-10 bodova					
-ZAVRŠNI ISPIT: 25-50 bodova					

6. OBRAZAC IZVEDBENOG NASTAVNOG PLANA

Program:								
Šifra predmeta	Naziv predmeta		Nastavnici	Sati nastave			Sati prakse	ECTS
				p	a	s		
ECTS UKUPNO								

1. INTRODUCTION

The "Adapted Physical Activity" program is a short lifelong learning program within higher education organized and implemented by the University of Tuzla, ie the Faculty of Education and Rehabilitation and the Faculty of Physical Education and Sports. The program was created as a need to provide additional knowledge and competencies to experts in the field of **physical education and sports and special education and rehabilitation for planning, creating and implementing adapted programs of physical education and sports within the framework of physical education and health education in educational institutions, and within sports and recreational programs in sports schools and sports clubs.**

The program is primarily intended for professionals from the above fields who are currently engaged in educational institutions, sports schools, sports clubs, associations for supporting children with developmental disabilities.

The program is implemented in cooperation with the Pedagogical Institute of Tuzla Canton.

A public discussion on the needs and interest in a short program of lifelong learning "Adapted physical activity" and a short survey were conducted within the framework of the 15th International Symposium "SPORTS AND HEALTH" held on December 1 and 2, 2022. years. 32 teachers of physical education and sports employed in the area of Tuzla Canton took part in the public discussion. The results of the survey and public discussion show that all respondents believe that they need additional skills and knowledge for the preparation and implementation of adapted physical activity programs. Also, the majority of respondents would enroll in such a program, if it were offered as part of higher education (84.4%).

2. GENERAL INFORMATION ABOUT THE PROGRAM

Name program :	Adapted physical activity
Duration program :	700 hours
ECTS:	15
Language:	B/H/S
The way Performances :	DL
Holder studio program :	Educational and rehabilitation faculty Faculty for physical education and sports
Objectives program :	Development knowledge and skills for creation and implementation effective programs adapted physical activities
Outcomes learning program :	Development functional programs ATA Assessment and participation in the IEP process Management and implementation of the ATA program Evaluation and monitoring advancement children with developmental difficulties _ Interdisciplinary communication and promotion inclusive cultures and practices

3. BASIC FEATURES OF THE PROGRAM

3. 1. Conditions for enrollment in the program

short enrollment _ program lifelong learning is done on the basis of public competition which one also announces his own content determines The Senate , on the proposal of the NNV faculty .

The right to short enrollment program lifelong learning they have faces which are finished appropriate undergraduate study / study of the first cycle in duration of four year (with achieved 240 ECTS points) or appropriate undergraduate study / study of the first cycle in duration of three year (with achieved 180 ECTS credits), namely Educational - rehabilitation faculty (Study program special education and rehabilitation) and the Faculty physical of education and sports (Studiski programs : Physical upbringing and sports and education sports coach).

Foreign citizens and persons without citizenship have the right to study floor equal conditions as well as nationals Bosnia and Herzegovina .

3.2.Duration short lifelong program learning

Short program lifelong study lasts 15 weeks and is evaluated with 30 ECTS points .

3.3. The way implementation short lifelong program learning

The program is implemented like lifelong program learning , and the way performance classes is through distance learning (DL - distance learning)

3.4.How to complete a short lifelong learning program

Participant of the short lifelong learning program is required to collect 30 ECTS credits within 15 weeks, which implies attendance at online lectures, completed obligations related to program activities (seminar work within the course and completed practice as well as passing pre-exam and exam obligations) .

The candidate who has fulfilled all obligations is issued a certificate confirming that the candidate has successfully completed the lifelong learning program, as well as an addition to the certificate that provides more detailed information about the knowledge and skills the participant acquired upon completion of the program.

3.5.Resources required for performance program

To perform program lifelong learning Adapted physical activity they exist everyone needed resources for implementation classes as well as others obligation which are provided with this program . In accordance with the standards and norms for high education of Tuzla cantons (Article 14) by which they are defined minimum performance standards _ study he the distance . For needs performance this one program Moodle is provided platform as an LMS system , and constant internet connection for uninterrupted performance classes . Everyone the final exams be will carried out in the premises Educational and rehabilitation faculty as well as the premises Faculty of Physical Education education and sports.

4. CURRICULUM

Code subject	Name subject	Hours of classes			Hours of practice	ECTS
		p	a	s		
1.	Physical education and sports and inclusion	50	25	25	25	5
2.	Developmental abilities and content of the physical and health program education and sports	50	25	25	25	5
3.	Significance physical education and sports for children with developmental difficulties _	50	25	25	25	5
4.	Assessment and IEP	50	25	25	25	5
5.	ATA planning within the IEP process	50	25	25	25	5
6.	Implementation of ATA	50	25	25	25	5
ECTS TOTAL						30

5. CURRICULUM (SYLLABUS)

Name program	Adapted physical activity				
Name subject	Physical education and sports and inclusion				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Introduction to inclusive theory and practice Acquaintance with international and national assumptions of inclusion Acquaintance with the assumptions and analysis of the state of inclusive education Understanding and importance of physical and health education and sports in the promotion and development of inclusion Getting to know the development of adapted physical activity				
Learning outcomes of the subject	Define, understand and explain the concepts of inclusion, adapted physical activity and sports; Understand the development of the discipline in the world and the situation in Bosnia and Herzegovina understand the role of different professionals in the planning and implementation of ATA and sport; Apply acquired knowledge and skills through the planning and implementation of activities promoting inclusion and ATA and sports in practice; Apply acquired knowledge in the analysis of inclusive challenges in teaching and sports				

	Create adapted physical activity programs			
Course content		Themes		
	Paradigm of inclusion in Bosnia and Herzegovina			
	Inclusion in education			
	Analysis of the situation and challenges in inclusive education			
	Creating an inclusive environment			
	Objectives of teaching physical and health education at different levels of schooling			
	Development of ATA			
	Development of sports for the disabled			
	The importance of physical education and sports in the promotion and development of inclusive values			
The role of TiZO teachers in creating adapted physical activity programs				
Language	B/H/S			
E- learning	MOODLE PLATFORM Big Blue Button			
Teaching methods	lectures, collaborative learning, text work, e-learning, term papers, discussions, analysis, case presentation, problem solving, practical application			
		Allocation of ECTS points and share in the grade		
Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar work		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lectures: 0-10 Activity and evaluation: 0-20 points Practicum: 0-10 points, Seminar paper: 0-10 points -FINAL EXAM: 25-50 points				
Literature	- UN Convention on the Rights of Persons with Disabilities - General commentary on Article 24 of the Convention on the Rights of Persons with Disabilities: THE RIGHT TO INCLUSIVE EDUCATION - Booth, T. and Ainscow, M. The index of inclusiveness: Promoting learning and participation in schools. - Pedagogical Institute Zenica Adapted for use in Bosnia and Herzegovina: Save the Children UK, program in Bosnia and Herzegovina, 2008.			

	- Auxter D, Pyfer J and Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997
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Name program	Adapted physical activity			
Name subject	Developmental ability and content program physical and health upbringing and sports			
Code subject				
ECTS	5			
Number of teaching hours		Lectures	Activity	Seminars
		50	25	25
Course objectives	Getting to know the developmental abilities of children and young people Understanding and importance of physical and health education and sports in encouraging developmental abilities.			
Learning outcomes of the subject	Understand and explain the developmental abilities of children and young people; To understand the connection between the teaching of SEN in encouraging the developmental abilities of children and young people. Apply acquired knowledge in creating ATA. Create adapted physical activity programs at different levels of education.			
Course content	Themes			
	Engine development Perceptual - motor development Cognitive development Development of cognitive, communicative and social-emotional characteristics Preschool education and ATA Classroom teaching and ATA Subject teaching and ATA Adapted sports and youth			
Language	B/H/S			
E- learning	MOODLE PLATFORM Big Blue Button			
Teaching methods	lectures, collaborative learning, text work, e-learning, term papers, discussions, analysis, case presentation, problem solving, practical application			
		Allocation of ECTS points and share in the grade		
Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar work		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale:				

- PRE-EXAM OBLIGATIONS

Attended lectures: 0-10

Activity and evaluation: 0-20 points

Practicum: 0-10 points,

Seminar paper: 0-10 points

-FINAL EXAM: 25-50 points

Literature	- Bratovčić, V., Junuzović-Žunić, L., Teskeredžić, A., Šarić, E., Mehmedinović, S. and Dizdarević, A. Characteristics and encouragement of early psychomotor development in children. Tuzla: PAPER-CARTON, 2016. - Auxter D, Pyfer J and Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - E-books: http://erf.untz.ba/web/biblioteka/e-knjige/
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Name program	Adapted physical activity				
Name subject	Significance physical upbringing and sports for children with developmental difficulties _				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Getting to know the characteristics of children and young people with developmental disabilities Understanding the importance of PPE and sports for encouraging psychomotor, cognitive, social, emotional development and health of children and youth with developmental disabilities.				
Learning outcomes of the subject	Understand the characteristics of children and youth with developmental disabilities; Understand the importance of PPE and sports for encouraging psychomotor, cognitive, social, emotional development and health of children and youth with developmental disabilities. Apply acquired knowledge and skills through the planning and implementation of ATA and sports activities in practice; Create adapted physical activity programs				
Course content	Themes				
	Characteristics of children and young people with motor disorders and the importance of PPE and sports Characteristics of children and young people with chronic diseases and the importance of health and sports Characteristics of children and young people with intellectual disabilities and the importance of SEN and sports Characteristics of children and young people with autism spectrum disorders and the importance of health and sports Characteristics of children and young people with visual impairment and the importance of physical education and sports				

	Characteristics of children and young people with hearing impairment and the importance of physical education and sports		
Language	B/H/S		
E- learning	MOODLE PLATFORM Big Blue Button		
Teaching methods	lectures, collaborative learning, text work, e-learning, term papers, discussions, analysis, case presentation, problem solving, practical application		
		Allocation of ECTS points and share in the grade	
Obligations of students		Load hours	Share in ECTS
Listened to the lecture		50	2
Activity and knowledge check		25	1
Independent literature review and seminar paper		25	1
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lectures: 0-10 Activity and evaluation: 0-20 points Practicum: 0-10 points, Seminar paper: 0-10 points -FINAL EXAM: 25-50 points			
Literature	- Auxter D, Pyfer J and Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - Train4Inclusive – Handbook for Trainers, First Edition, CUS Palermo, 2022 - E-books: http://erf.untz.ba/web/biblioteka/e-knjige/		

Name program	Adapted physical activity				
Name subject	Assessment and the IEP				
Code subject					
ECTS	5				
Number of teaching hours	Lectures	Activity	Seminars	Practice	
	50	25	25	25	
Course objectives	Getting to know different types of assessment for the purpose of identifying the needs for ATA, determining the needs of a child with disabilities, determining how to adapt physical activities, teaching methods and measuring the progress of a child with developmental disabilities. Getting to know the roles of the inclusive team in the assessment process. Application of different instruments and assessment methods based on the needs of children with different developmental disabilities.				
Learning outcomes of the subject	Define and explain judgment-based decisions Know how to create an instrument for assessment of needs in teaching based on the curriculum of Ti ZO . Understand how to use an instrument to assess the needs of a child with developmental disabilities. Know how to use a curriculum-based needs assessment tool to make decisions about identification, programming, and instructional selection.				

	Know the similarities and differences between standardized assessment instruments and criterion tests and make decisions about their use.		
Course content	Themes		
	Assessment planning Purpose and goal of assessment - selection and creation of assessment instruments Conducting assessment in accordance with the needs and possibilities of the environment, the goals of the curriculum and the environmental conditions Determination of assessment criteria and objectives Assessment instruments in ATA Assessment of motor skills Fitness assessment Assessment of postural status Assessment of cognitive, communicative and social-emotional characteristics Behavioral assessment Interdisciplinary cooperation in the assessment process		
Language	B/H/S		
E- learning	MOODLE PLATFORM Big Blue Button		
Teaching methods	lectures, collaborative learning, text work, e-learning, term papers, discussions, analysis, case presentation, problem solving, practical application		
		Allocation of ECTS points and share in the grade	
Obligations of students		Load hours	Share in ECTS
Listened to the lecture		50	2
Activity and knowledge check		25	1
Independent literature review and seminar work		25	1
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lectures: 0-10 Activity and evaluation: 0-20 points Practicum: 0-10 points, Seminar paper: 0-10 points -FINAL EXAM: 25-50 points			
Literature	- Kelly, LE (2011). Designing and Implementing Effective Adapted Physical Education Programs. Sagamore Publishing LLC. - Auxter D, Pyfer J and Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997		

Name program	Adapted physical activity				
Name subject	ATA planning within the IEP process				
Code subject					
ECTS	5				
Number of teaching hours	Lectures		Activity	Seminars	Practice
	50		25	25	25
Course objectives	Getting to know the legal assumptions of inclusive education, the steps of the IEP process and the roles of members of the inclusive team. Implementation of the IEP in the teaching of TiZO.				
Learning outcomes of the subject	Know how the rulebook on inclusive education and other legal acts are applied in the teaching of TiZO Know and explain the steps of the IEP process Know how to apply IEP in SEN teaching and understand the connection between APA and IEP Understand the role and challenges of different members of the inclusive team in the IEP process.				
Course content	Themes				
	Analysis of legal assumptions of inclusive education The IEP process Inclusive team - roles and cooperation of inclusive team members Setting goals according to assessment results				

	Cooperation with various resources from the community, application of assistive devices Cooperation with parents		
Language	B/H/S		
E- learning	MOODLE PLATFORM Big Blue Button		
Teaching methods	lectures, collaborative learning, text work, e-learning, term papers, discussions, analysis, case presentation, problem solving, practical application		
		Allocation of ECTS points and share in the grade	
Obligations of students		Load hours	Share in ECTS
Listened to the lecture		50	2
Activity and knowledge check		25	1
Independent literature review and seminar work		25	1
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lectures: 0-10 Activity and evaluation: 0-20 points Practicum: 0-10 points, Seminar paper: 0-10 points -FINAL EXAM: 25-50 points			
Literature	- Kelly, LE (2011). Designing and Implementing Effective Adapted Physical Education Programs. Sagamore Publishing LLC. - Auxter D, Pyfer J and Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - Manual for Professionals in Adapted Physical Activity, 2011, Handicap International- Maghreb Programme		

Name program	Adapted physical activity			
Name subject	Implementation of ATA			
Code subject				
ECTS	5			
Number of teaching hours	Lectures	Activity	Seminars	Practice
	50	25	25	25
Course objectives	Planning, implementation and evaluation of the ATA program			

Learning outcomes of the subject	Explain the five basic needs of a child that should be taken into account when planning a SEN lesson Understand the role of the teacher in planning and creating an accessible environment, the child's educational needs and how to get feedback Understand how to create a skills-based program and assessment criteria Understand and apply different learning and teaching styles			
Course content	Themes			
	Creating an achievement-based curriculum			
	Creating an accessible learning environment			
	Effective application of instructions			
	Application of adapted activities in accordance with the curriculum and the needs of students			
	Materials and tools for work in ATA			
Monitoring and evaluation of the child's progress and reporting				
Language	B/H/S			
E- learning	MOODLE PLATFORM Big Blue Button			
Teaching methods	lectures, collaborative learning, text work, e-learning, term papers, discussions, analysis, case presentation, problem solving, practical application			
		Allocation of ECTS points and share in the grade		
Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar work		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lectures: 0-10 Activity and evaluation: 0-20 points Practicum: 0-10 points, Seminar paper: 0-10 points -FINAL EXAM: 25-50 points				
Literature	- Kelly, LE (2011). Designing and Implementing Effective Adapted Physical Education Programs. Sagamore Publishing LLC. - Auxter D, Pyfer J and Huettig C. Principles and Methods of Adapted Physical Education and Recreation, Eighth Edition, WCB/Mc Graw-Hill, 1997 - Manual for Professionals in Adapted Physical Activity, 2011, Handicap International- Maghreb Programme.			

6. EXECUTIVE CURRICULUM FORM

Program:								
Code subject	Name subject		Teachers	Hours of classes			Hours of practice	ECTS
				p	a	s		
	ECTS TOTAL							

UNIVERSITY OF TUZLA
FACULTY OF ECONOMICS



UNIVERZITET U TUZLI
EKONOMSKI FAKULTET

KRATKI CIKLUS STUDIJA

KOMUNIKACIJSKE VJEŠTINE I ETIKA U TURIZMU

Akademska godina 2023/24.

UNIVERSITY OF TUZLA
FACULTY OF ECONOMICS



UNIVERZITET U TUZLI
EKONOMSKI FAKULTET

SHORT CYCLE STUDY PROGRAM
COMMUNICATION SKILLS AND ETHICS IN
TOURISM

Academic year 2023/24.

1. UVOD

Prema podacima Svjetskog vijeća za putovanja i turizam (WTTC), turizam kao djelatnost direktno zapošljava 30.422 osoba u Bosni i Hercegovini, s primjetnom tendencijom rasta zapošljavanja. Uz to, prema projekcijama WTTC, turizam je u Bosni i Hercegovini generisao 56.500 radnih mjesta koja su povezana sa ovom djelatnošću (WTTC, Izvješće o ekonomskom utjecaju: BiH, svibanj 2021.).

I pored toga, prema rezultatima istraživanja, samo se 18% zaposlenika formalno obrazuje prije zapošljavanja u okviru turističke djelatnosti. Polazeći od toga, a s ciljem iskorištavanja turističkih potencijala i strateškog razvoja turizma u Bosni i Hercegovini, neophodno je povećati upis u škole i univerzitetske programe iz oblasti turizma, osmisliti kurikule temeljene na Okviru kvalifikacija za turizam, razviti i ažurirati nastavne planove i programe u skladu sa potrebama na tržištu rada, poboljšati nastavne metode radi uspješnijeg aticanja znanja i razvoja vještina neophodnih za zapošljavanje, razvoj karijere u turizmu, te razvoj menadžerskih vještina za efikasnije i efektivnije upravljanje turističkim organizacijama.

Istraživanja su pokazala da je za potrebe polsove prakse u turizmu u Bosni i Hercegovini, između ostalog, potrebno dizajnirati i realizirati edukativne programe za razvoj prodajnih i marketinčkih vještina, komunikacijskih vještina, te za razvoj znanja na području poznavanja engleskog jezika i poslovnog bontona. Članice WTO, predstavnici svjetske turističke industrije, izaslanici država, teritorija, poduzeća, institucija i tijela, na Općoj skupštini u Santiagu, Čile, 1. listopada 1999., usvojele su Globalni etički kodeks u turizmu, koji je neophodno promovisati i poštovati njegova načela u svim segmentima turističke djelatnosti. (Načela: Doprinos turizma uzajamnom razumijevanju i poštovanju među narodima i društvima; Turizam kao sredstvo osobnog i kolektivnog ispunjenja; Turizam, čimbenik održivog razvoja; Turizam, korisnik kulturne baštine čovječanstva i čimbenik njezinog unapređivanja; Turizam, djelatnost koja koristi zemljama i zajednicama domaćinima; Obveze sudionika u turističkom razvoju; Pravo na turizam; Sloboda kretanja turista i Prava radnika i poduzetnika u turističkoj industriji).

Uzimajući u obzir sve navedeno, Ekonomski fakultet Univerziteta u Tuzli razvio je kratki program cjeloživotnog učenja u okviru visokog obrazovanja, pod nazivom "Komunikacijske vještine i etika u turizmu", čiji je sadržaj predstavljen u nastavku.

2. OPĆE INFORMACIJE O PROGRAMU

Naziv programa:	Komunikacijske vještine i etika u turizmu
Trajanje programa:	700 sati
ECTS:	15
Jezik:	B/H/S
Način izvođenja:	DL
Nositelj studijskoga programa:	Ekonomski fakultet
Ciljevi programa:	Razvoj kompetencija, znanja, vještina na polju komunikacijskih vještina i etike u turizmu
Ishodi učenja programa:	• Razvijene verbalne, neverbalne i multikulturalne komunikacijske vještine neophodne za savremeno poslovanje u sektoru turizma • Unaprijeđeno znanje poslovnog engleskog jezika u turizmu • Razvijene liderske i vještine uspješnog poslovnog pregovaranja. • Unaprijeđeno znanje i primjena profesionalnog bontona u turizmu • Razumijevanje i sistematična primjena Globalnog etičkog kodeksa u turizmu

3. OSNOVNE KARAKTERISTIKE PROGRAMA

3.1. Uslovi za upis na program

Upis na kratki program cjeloživotnog učenja vrši se na osnovu javnog konkursa kojeg raspisuje i njegov sadržaj utvrđuje Senat, na prijedlog NNV fakulteta.

Pravo upisa na kratki program cjeloživotnog učenja imaju lica koja su završila odgovarajući dodiplomski studij/studij I ciklusa u trajanju od četiri godine (sa ostvarenih 240 ECTS bodova) ili odgovarajući dodiplomski studij/studij I ciklusa u trajanju od tri godine (sa ostvarenih 180 ECTS bodova), i to Ekonomski fakultet...

Strani državljani i osobe bez državljanstva imaju pravo upisa na studij pod jednakim uslovima kao i državljani BiH.

3.2. Trajanje kratkog programa cjeloživotnog učenja

Kratki program cjeloživotnog učenja traje 15 sedmica, a vrednuje se sa 30 ECTS bodova.

3.3. Način provođenja kratkog programa cjeloživotnog učenja

Program se provodi kao cjeloživotni program učenja, a način izvođenja nastave je učenjem na daljinu (DL – distance learning)

3.4. Način završetka kratkog programa cjeloživotnog učenja

Polaznik kratkog programa cjeloživotnog učenja dužan kroz 15 sedmica sakupiti 30 ECTS-a što podrazumijeva prisutvo na online predavanjima, izvršene obaveze vezane za aktivnosti programa (seminarski rad u okviru predmeta i odrađenu praksu kao i polaganje predispitnih i ispitnih obaveza).

Kandidatu koji je izvršio sve obaveze izdaje se uvjerenje kojim se potvrđuje da je kandidat uspješno završio program cjeloživotnog učenja i kao i dodatak uvjerenju kojim se daju bliže informacije o znanjima i vještinama koje je polaznik stekao završetkom programa.

3.5. Resursi potrebni za izvođenje programa

Za izvođenje programa cjeloživotnog učenja “Komunikacijske vještine i etika u turizmu” postoje svi potrebni resursi za realizaciju nastave kao i ostalih obaveza koje su predviđene ovim programom. U skladu sa Standardima i normativima za visoko obrazovanje Tuzlanskog kantona (član 14) kojima su definisana minimalni standardi za izvođenje studija na daljinu. Za potrebe izvođenja ovog programa obezbjeđena je Moodle platforma kao LMS sistem, te stalna internet konekcija za nesmetano izvođenje nastave. Svi završni ispiti biti će provedeni u prostorijama Ekonomskog fakulteta u Tuzli.

4. NASTAVNI PLAN

Šifra predmeta	Naziv predmeta	Sati nastave			Sati prakse	ECTS
		p	a	s		
1.	Multikulturalne komunikacijske vještine	50	25	25	25	5
2.	Verbalna i neverbalna komunikacija	50	25	25	25	5
3.	Poslovni engleski jezik u turizmu	50	25	25	25	5
4.	Poslovno pregovaranje i liderske vještine	50	25	25	25	5
5.	Profesionalni bonton u turizmu	50	25	25	25	5
6.	Globalni etički kodeks u turizmu	50	25	25	25	5
ECTS UKUPNO						30

5. NASTAVNI PROGRAMI (SILABUSI)

Naziv programa	Komunikacijske vještine i etika u turizmu			
Naziv predmeta	Multikulturalne komunikacijske vještine			
Šifra predmeta				
ECTS	5			
Broj sati nastave		Predavanja	Aktivnost	Seminari
		50	25	25
Ciljevi predmeta	Razumijevanje uloge uticaja kulturološkog konteksta na poslovno komuniciranje Razvijanje multikulturalnih komunikacijskih vještina			
Ishodi učenja predmeta	- Sposobnost identificiranja i razumijevanja dominantnih karakteristika različitih kulturoloških klastera - Razvijeno znanje o specifičnostima verbalne i neverbane komunikacije u različitim kulturološkim kontekstima; - Primjena adekvantnih stilova komunikacije u različitim kulturološkim kontekstima			
Sadržaj predmeta	Tema			
	- Kultura i menadžment - Hofstedeov pristup izučavanju kulture - Ostali pristupi izučavanju kulture - Uticaj kulture na komuniciranje - Značaj konteksta u multikulturalnoj komunikaciji - Značaj prostora u multikulturalnoj komunikaciji - Lewisov model kroskulturalne komunikacije - Izazovi kroskulturalnog komuniciranja u poslovnom okruženju			
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnost i provjera znanja		25	1	
Samostalan pregled literature i		25	1	

seminarski rad			
Praksa	25	1	
Ukupno	125	5	
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispozitivnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISPOZITIVNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz prakse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	- Rahimić, Z., Podrug, N.: Međunarodni menadžment, Ekonomski fakultet Sarajevo, 2013. - Rakita, B.: Međunarodni biznis i menadžment, Ekonomski fakultet Beograd, 2019.		

Naziv programa	Komunikacijske vještine i etika u turizmu				
Naziv predmeta	Verbalna i neverbalna komunikacija				
Šifra predmeta					
ECTS	5				
Broj sati nastave	Predavanja		Aktivnost	Seminari	Praksa
	50		25	25	25
Ciljevi predmeta	Razumijevanje važnosti verbalne i neverbalne komunikacije u poslovanju Razvijanje vještina verbalne i neverbalne komunikacije				
Ishodi učenja predmeta	• Sposobnost razumijevanja značenja pojedinih elemenata verbalnog komuniciranja • Sposobnost razumijevanja značenja pojedinih elemenata neverbalnog komuniciranja; • Usvajanje vještina za uspješnu primjenu verbalnog i neverbalnog komuniciranja				
Sadržaj predmeta	Tema				
	• Komunikacijski proces • Vrste komunikacije • Obilježja i elementi verbalne komunikacije • Učinkovito slušanje • Obilježja i elementi neverbalne komunikacija • Opažanje i razumijevanje tuđe i upravljanje vlastitom neverbalnom komunikacijom.				

	Prostorna udaljenost i pojavnost u komuniciranje		
Jezik	B/H/S		
E-učenje	MOODLE PLATFORMA Big Blue Button		
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.		
		Alokacija ECTS bodova i udjela u ocjeni	
Obveze studenata		Sati opterećenja	Udio u ECTS-u
Odslušano predavanje		50	2
Aktivnost i provjera znanja		25	1
Samostalan pregled literature i seminarski rad		25	1
Praksa		25	1
Ukupno		125	5
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz prakse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	- Lehman, C.M., Dufrene, D.D.: Poslovna komunikacija, Data Status Beograd, 2015. - Knapp, M.L., Judith, A. H., Neverbalna komunikacija u ljudskoj interakciji, Nakada Slap, 20210.		

Naziv programa	Komunikacijske vještine i etika u turizmu			
Naziv predmeta	Poslovno pregovaranje i liderske vještine			
Šifra predmeta				
ECTS	5			
Broj sati nastave	Predavanja	Aktivnost	Seminari	Praksa

		50	25	25	25
Ciljevi predmeta	Razumijevanje uloge i obilježja poslovnog pregovaranja Razvijanje vještina poslovnog pregovaranja				
Ishodi učenja predmeta	• Sposobnost razumijevanja pregovaračkog procesa • Razumijevanje vrsta i konteksta poslovnog pregovaranja; • Usvajanje vještina za uspješnu primjenu poslovnog pregovaranja • Usvajanje liderskih vještina • Razumijevanje primjene etičnosti u liderstvu i pregovaranju				
Sadržaj predmeta		Tema			
	• Faze pregovaračkog processa • Psihološki i sociološki aspekti pregovaranja • Vještine pregovaranja • Karakteristike uspješnog pregovarača • Pregovarački trikovi • Kontekst pregovaranja • Liderske vještine: komunikacija, emocionalna inteligencija, upravljanje vremenom, upravljanje stresom i dr. • Etično liderstvo				
Jezik	B/H/S				
E-učenje	MOODLE PLATFORMA Big Blue Button				
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.				
		Alokacija ECTS bodova i udjela u ocjeni			
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni	
Odslušano predavanje		50	2		
Aktivnost i provjera znanja		25	1		
Samostalan pregled literature i seminarski rad		25	1		
Praksa		25	1		
Ukupno		125	5		
Način izračuna konačne ocjene					
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISPITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajaevi iz parkse: 0-10 bodova,					

Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova	
Literatura	- Gligorijević, M.: Poslovno pregovaranje, Ekonomski fakultet Beograd 2011. - Northaus P., Liderstvo, teorija i praksa, Data Status, Beograd, 2008.

Naziv programa	Komunikacijske vještine i etika u turizmu			
Naziv predmeta	Profesionalni bonton u turizmu			
Šifra predmeta				
ECTS	5			
Broj sati nastave		Predavanja	Aktivnost	Seminari
		50	25	25
Ciljevi predmeta				
Ishodi učenja predmeta	• Razumijevanje važnosti primjene poslovnog bontona u turizmu • Ovladavanje vještinama komunikacije, pregovaranja, pružanja usluge i izgradnje imidža turističke organizacije u okviru poslovnog bontona			
Sadržaj predmeta	Tema			
	• poslovni intervju i zapošljavanje u turizmu • komunikacija u poslovnom svijetu • pravilno izgrađivanje odnosa između zaposlenih i rukovodioca u turizmu • bonton prema klijentima i posjetiocima • način oblačenja • pravila telefonskog bontona • pravila elektronskog bontona • prijemi i poslovne svečanosti • pokloni koji su primereni u poslovnom svetu • poslovno i privatno • ponašanje na poslovnom putu u inostranstvu • imidž poslovne osobe i turističke organizacije u okviru poslovnog bontona			
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnost i provjera znanja		25	1	
Samostalan pregled literature i seminarski rad		25	1	

Praksa	25	1	
Ukupno	125	5	
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja:			
-PREDISPITNE OBAVEZE			
Odslušano predavanje: 0-5			
Aktivnosti na nastavi: 0-20 bodova			
Slučajevi iz prakse: 0-10 bodova,			
Seminarski rad: 0-15 bodova			
-ZAVRŠNI ISPIT: 50 bodova			

Naziv programa	Komunikacijske vještine i etika u turizmu				
Naziv predmeta	Globalni etički kodeks u turizmu				
Šifra predmeta					
ECTS	5				
Broj sati nastave		Predavanja	Aktivnost	Seminari	Praksa
		50	25	25	25
Ciljevi predmeta	Razumijevanje važnosti primjene etičkih principa u poslovanju (sa naglaskom na turizam)				
Ishodi učenja predmeta	• Razumijevanje uloge i značaja etičkih principa u poslovanju turističkih organizacija • Sposobnost identificiranje neetične poslovne prakse u turizmu • Usvajanje etičkog kodeksa u turizmu				
Sadržaj predmeta		Tema			
	• Sadržaj globalnog etičkog kodeksa u turizmu • Izvori neetičnog djelovanja u turizmu • Rješavanje sporova vezanih za etički kodeks u turizmu				
Jezik	B/H/S				
E-učenje	MOODLE PLATFORMA Big Blue Button				
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.				
			Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata			Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje			50	2	
Aktivnost i provjera znanja			25	1	

Samostalan pregled literature i seminarski rad	25	1	
Praksa	25	1	
Ukupno	125	5	
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISPITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz parkse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	- Globalni etički kodeks za turizam, Svjetska turistička organizacija		

Naziv programa	Komunikacijske vještine i etika u turizmu			
Naziv predmeta	Poslovni engleski jezik u turizmu			
Šifra predmeta				
ECTS	5			
Broj sati nastave	Predavanja	Aktivnost	Seminari	Praksa
	50	25	25	25
Ciljevi predmeta	Usvajanje lingvističkih sadržaja neophodnih za komuniciranje na engleskom jeziku Razvijanje komunikacijskih vještina na engleskom jeziku			
Ishodi učenja predmeta	- Komuniciranje na engleskom jeziku uz upotrebu gramatičkih i leksičkih struktura engleskog jezika navedenih u sadržaju predmeta - Razumijevanje odabranih stručnih tekstova, - Razvijanje stručnog vokabulara kroz predviđene aktivnosti			
Sadržaj predmeta	Tema			
	- Turizam kao industrijska grana, industrija putovanja, posjetitelji. - Turistička posjeta – ugostiteljski objekti, smještajni kapaciteti - Vrste odmora – luksuzni, kratka posjeta, tradicionalni, odmor na selu - Vokabular - hotelski smještaj, opis i kategorizacija hotela, prijava/odjava, hotelski sadržaj, davanje uputa gostima - Vrste putovanja – avio prijevoz, putovanje autobusom/vozom, iznajmljivanje prijevoznog sredstva, krstarenje, rezervacije, plan odmora - Pomoć gostima s djecom, gostima s invaliditetom, zaprimanje i rješavanje primjedbi - Rezervacije, plan odmora, plaćanje turističkih usluga, mjenjačnica, - Vokabular - vrste hrane, pritužbe na hranu, tradicionalna jela. - Turistička posjeta – gradovi, upitne riječi, davanje uputa, obilazak grada. - Turistička posjeta – korištenje lokalnih i regionalnih resursa, promocija			

	- Komuniciranje elektroničkom poštom, - Oglasi za posao, pisanje životopisa.		
Jezik	B/H/S		
E-učenje	MOODLE PLATFORMA Big Blue Button		
Metode poučavanja	predavanja, prezentacije, grupna diskusija, slučajevi iz prakse.		
		Alokacija ECTS bodova i udjela u ocjeni	
Obveze studenata		Sati opterećenja	Udio u ECTS-u
Odslušano predavanje		50	2
Aktivnost i provjera znanja		25	1
Samostalan pregled literature i prezentacija		25	1
Praksa		25	1
Ukupno		125	5
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnost na nastavi: 0-20 bodova Slučajevi iz prakse: 0-10 bodova, Prezentacija: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	- Beauchamp, Angie and Doole, Jenny (2020), Career Paths Tourism. Express Publishing - Thomson, A.J., Martinet, A.V. (2021). A Practical English Grammar. Oxford University Press. - Autentični tekstovi i video materijali na engleskom jeziku iz oblasti turizma i hotelijerstva. https://www.english4hotels.com/ https://www.wto.org		

	Program:							
Šifra predmeta	Naziv predmeta		Nastavnici	Sati nastave			Sati prakse	ECTS
				p	a	s		
	ECTS UKUPNO							

SHORT CYCLE EDUCATION PROGRAM

"COMMUNICATION SKILLS AND ETHICS IN TOURISM"

1. INTRODUCTION

According to World Travel and Tourism Council (WTTC) data, tourism as an activity directly employs 30,422 people in Bosnia and Herzegovina, with a noticeable tendency of employment growth. In addition, according to WTTC projections, tourism in Bosnia and Herzegovina generated 56,500 jobs related to this activity (WTTC, Economic Impact Report: BiH, May 2021).

Despite this, according to the results of the research, only 18% of employees receive formal education before employment in the tourism industry. Based on this, and with the aim of exploiting the tourist potential and strategic development of tourism in Bosnia and Herzegovina, it is necessary to increase enrollment in schools and university programs in the field of tourism, to design curricula based on the Framework of Qualifications for Tourism, to develop and update curricula and programs in line with needs of the labor market, improve teaching methods for more successful acquisition of knowledge and development of skills necessary for employment, career development in tourism, and development of managerial skills for more efficient and effective management of tourism organizations.

Research has shown that for the needs of business practice in tourism in Bosnia and Herzegovina, among other things, it is necessary to design and implement educational programs for the development of sales and marketing skills, communication skills, and for the development of knowledge in the area of knowledge of the English language and business etiquette. Members of the WTO, representatives of the world tourism industry, representatives of states, territories, companies, institutions and bodies, at the General Assembly in Santiago, Chile, on October 1, 1999, adopted the Global Code of Ethics in Tourism, which is necessary to promote and respect its principles in all segments of tourist activity. (Principles: Contribution of tourism to mutual understanding and respect between peoples and societies; Tourism as a means of personal and collective fulfillment; Tourism, a factor of sustainable development; Tourism, a user of the cultural heritage of humanity and a factor in its improvement; Tourism, an activity that benefits host countries and communities; Obligations participants in tourism development; Right to tourism; Freedom of movement of tourists and Rights of workers and entrepreneurs in the tourism industry).

Taking into account all of the above, the Faculty of Economics of the University of Tuzla developed a short lifelong learning program within higher education, entitled "Communication skills and ethics in tourism", the content of which is presented below.

2. GENERAL INFORMATION ABOUT THE PROGRAM

Program Name:	Communication skills and ethics in tourism
Program duration:	700 hours
ECTS:	15
Language:	B/H/S
Method of execution:	DL
Holder of the study program:	Faculty of Economics
Objectives of the program:	Development of competences, knowledge, skills in the field of communication skills and ethics in tourism
Program learning outcomes:	• Developed verbal, non-verbal and multicultural communication skills essential for modern business in the tourism sector • Enhanced for business English in tourism • Developing leadership and successful business negotiation skills. • Improved knowledge and application of professional etiquette in tourism • Understanding and systematic application of the Global Code of Ethics in tourism

3. BASIC FEATURES OF THE PROGRAM

3.1. Requirements for enrolling in the program

Enrollment in the short lifelong learning program is based on a public competition announced and its content determined by the Senate, on the proposal of the NNV faculty.

The right to enroll in a short lifelong learning program is granted to persons who have completed a corresponding undergraduate study/study of the 1st cycle lasting four years (with 240 ECTS credits) or a corresponding undergraduate study/study of the 1st cycle lasting three years (with 180 ECTS credits), namely the Faculty of Economics.

Foreign citizens and stateless persons have the right to enroll in studies under the same conditions as BiH citizens.

3.2. Duration short lifelong program learning

The short lifelong learning program lasts 15 weeks and is evaluated with 30 ECTS points.

3.3. Method of conducting a short program of lifelong learning

The program is implemented as a lifelong learning program, and the teaching method is distance learning (DL - distance learning).

3.4. How to complete a short lifelong learning program

Participant of the short lifelong learning program is required to collect 30 ECTS credits within 15 weeks, which implies attendance at online lectures, completed obligations related to program activities (seminar work within the course and completed practice as well as passing pre-exam and exam obligations).

The candidate who has fulfilled all obligations is issued a certificate confirming that the candidate has successfully completed the lifelong learning program, as well as an addition to the certificate that provides more detailed information about the knowledge and skills the participant acquired upon completion of the program.

3.5. Resources needed to run the program

To perform program lifelong learning " Communication skills and ethics in tourism " they exist everyone needed resources for implementation classes as well as others obligation which are provided with this program. In accordance with the Standards and Normatives for Higher Education of the Tuzla Canton (Article 14), which define the minimum standards for distance learning. For the purposes of this program, the Moodle platform is provided as an LMS system, as well as a permanent Internet connection for the smooth delivery of classes. All final exams will be held in the premises of the Faculty of Economics in Tuzla.

4. CURRICULUM

Subject code	Subject name	Hours of classes			Hours of practice	ECTS
		p	a	s		
1.	Multicultural communication skills	50	25	25	25	5
2.	Verbal and non-verbal communication	50	25	25	25	5
3.	Business English in tourism	50	25	25	25	5
4.	Business negotiation and leadership skills	50	25	25	25	5
5.	Professional etiquette in tourism	50	25	25	25	5
6.	Global code of ethics in tourism	50	25	25	25	5
ECTS TOTAL						30

5. CURRICULUM (SYLLABUS)

Name program	Communication skills and ethics in tourism				
Name subject	Multicultural communication skills				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Understanding the role of cultural context influence on business communication Developing multicultural communication skills				
Learning outcomes of the subject	• The ability to identify and understand the dominant characteristics of different cultural clusters • Developed knowledge about the specifics of verbal and non-verbal communication in different cultural contexts; • Application of adequate communication styles in different cultural contexts				
Course content		Theme			
	• Culture and management • Hofstede's approach to the study of culture • Other approaches to the study of culture • The influence of culture on communication • The importance of context in multicultural communication • The importance of space in multicultural communication • Lewis' model of cross-cultural communication • Challenges of cross-cultural communication in a business environment				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				
Teaching methods	lectures, seminar papers, group discussion, cases from practice.				
			Allocation of ECTS points and share in the grade		
Obligations of students			Load hours	Share in ECTS	Grade share
Listened to the lecture			50	2	
Activity and knowledge check			25	1	
Independent literature review and seminar paper			25	1	
Practice			25	1	
In total			125	5	
How to calculate the final grade					
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains					

a maximum of 100 points, and is determined according to the following scoring scale:

- PRE-EXAM OBLIGATIONS

Attended lecture: 0-5

Class activities: 0-20 points

Cases from the park: 0-10 points,

Seminar work: 0-15 points

-FINAL EXAM: 50 points

Literature	- Rahimić, Z., Podrug, N.: International Management, Faculty of Economics, Sarajevo, 2013. - Rakita, B.: International Business and Management, Faculty of Economics, Belgrade, 2019.
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Name program	Communication skills and ethics in tourism				
Name subject	Verbal and non-verbal communication				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Understanding the importance of verbal and non-verbal communication in business Developing verbal and non-verbal communication skills				
Learning outcomes of the subject	• Ability to understand the meaning of individual elements of verbal communication • Ability to understand the meaning of certain elements of non-verbal communication; • Acquisition of skills for successful application of verbal and non-verbal communication				
Course content	Theme				
	• Communication process • Types of communication • Features and elements of verbal communication • Effective listening • Features and elements of non-verbal communication • Perceiving and understanding others and managing one's own non-verbal communication. • Spatial distance and appearance in communication				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				
Teaching methods	lectures, seminar papers, group discussion, cases from practice.				
		Allocation of ECTS points and share in the grade			

Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar work		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points				
Literature	- Lehman, CM, Dufrene, DD: Business communication, Data Status Belgrade, 2015. - Knapp, ML, Judith, AH, Nonverbal Communication in Human Interaction, Nakada Slap, 20210.			

Name program	Communication skills and ethics in tourism				
Name subject	Business negotiation and leadership skills				
Code subject					
ECTS	5				
Number of teaching hours	Lectures		Activity	Seminars	Practice
	50		25	25	25
Course objectives	Understanding the role and characteristics of business negotiation Developing business negotiation skills				
Learning outcomes of the subject	• Ability to understand the negotiation process • Understanding the types and context of business negotiation; • Acquisition of skills for successful application of business negotiation • Learning leadership skills • Understanding the application of ethics in leadership and negotiation				
Course content	Theme				
	• Phases of the negotiation process • Psychological and sociological aspects of negotiation • Negotiation skills • Characteristics of a successful negotiator				

	- Negotiation tricks - The context of negotiation - Leadership skills: communication, emotional intelligence, time management, stress management, etc. - Ethical leadership		
Language	B/H/S		
E- learning	MOODLE PLATFORM Big Blue Button		
Teaching methods	lectures, seminar papers, group discussion, cases from practice.		
		Allocation of ECTS points and share in the grade	
Obligations of students		Load hours	Share in ECTS
Listened to the lecture		50	2
Activity and knowledge check		25	1
Independent literature review and seminar work		25	1
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points			
Literature	- Gligorijević, M.: Business negotiation, Faculty of Economics, Belgrade, 2011. - Northaus P., Leadership, theory and practice, Data Status, Belgrade, 2008.		

Name program	Communication skills and ethics in tourism			
Name subject	Professional etiquette in tourism			
Code subject				
ECTS	5			
Number of teaching hours		Lectures	Activity	Seminars
		50	25	25
Practice	25			
Course objectives				
Learning outcomes of the subject	- Understanding the importance of applying business etiquette in tourism - Mastering the skills of communication, negotiation, service provision and building the image of a tourist organization within the framework of business etiquette			

Course content	Theme			
	• business interview and employment in tourism • communication in the business world • proper building of relations between employees and managers in tourism • etiquette towards clients and visitors • way of dressing • rules of telephone etiquette • rules of electronic etiquette • receptions and business celebrations • gifts that are appropriate in the business world • business and private • behavior on a business trip abroad • the image of a business person and tourist organization within the framework of business etiquette			
Language	B/H/S			
E- learning	MOODLE PLATFORM Big Blue Button			
Teaching methods	lectures, seminar papers, group discussion, cases from practice.			
		Allocation of ECTS points and share in the grade		
Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar paper		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points				

Name program	Communication skills and ethics in tourism			
Name subject	Global ethical tourism code _			
Code subject				
ECTS	5			
Number of teaching hours	Lectures	Activity	Seminars	Practice

		50	25	25	25
Course objectives	Understanding the importance of applying ethical principles in business (with an emphasis on tourism)				
Learning outcomes of the subject	- Understanding the role and importance of ethical principles in the business of tourist organizations - Ability to identify unethical business practices in tourism - Adoption of the ethical code in tourism				
Course content		Theme			
	- Content of the global code of ethics in tourism - Sources of unethical activity in tourism - Resolving disputes related to the ethical code in tourism				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				
Teaching methods	lectures, seminar papers, group discussion, cases from practice.				
		Allocation of ECTS points and share in the grade			
Obligations of students		Load hours	Share in ECTS	Grade share	
Listened to the lecture		50	2		
Activity and knowledge check		25	1		
Independent literature review and seminar work		25	1		
Practice		25	1		
In total		125	5		
How to calculate the final grade					
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points					
Literature	- Global Code of Ethics for Tourism, World Tourism Organization				

Name program	Communication skills and ethics in tourism
Name subject	Business English language in tourism
Code subject	
ECTS	5

Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Acquisition of linguistic content necessary for communicating in English Developing communication skills in English				
Learning outcomes of the subject	- Communicating in English with the use of grammatical and lexical structures of the English language specified in the course content - Understanding of selected professional texts, - Developing professional vocabulary through planned activities				
Course content		Theme			
	- Tourism as an industry, travel industry, visitors. - Tourist visit - catering facilities, accommodation facilities - Types of vacations – luxury, short visit, traditional, country vacation - Vocabulary - hotel accommodation, hotel description and categorization, check-in/check-out, hotel content, giving instructions to guests - Types of travel – air travel, bus/train travel, vehicle rental, cruise, reservations, vacation plan - Helping guests with children, guests with disabilities, receiving and resolving complaints - Reservations, holiday plan, payment tourist services, currency exchange, - Vocabulary - types of food, food complaints, traditional dishes. - Tourist visit - cities, question words, giving directions, city tour. - Tourist visit - use of local and regional resources, promotion - Communicating by email, - Job ads, resume writing.				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				
Teaching methods	lectures, presentations, group discussion, cases from practice.				
		Allocation of ECTS points and share in the grade			
Obligations of students		Load hours	Share in ECTS	Grade share	
Listened to the lecture		50	2		
Activity and knowledge check		25	1		
Independent literature review and presentations		25	1		
Practice		25	1		
In total		125	5		
How to calculate the final grade					
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5					

Class activity: 0-20 points

Cases from practice: 0-10 points,

Presentation: 0-15 points

-FINAL EXAM: 50 points

Literature	- Beauchamp, Angie and Doole, Jenny (2020), Career Paths Tourism. Express Publishing - Thomson, AJ, Martinet, AV (2021). A Practical English Grammar. Oxford University Press. - Authentic texts and video materials in English from the field of tourism and hospitality. - https://www.english4hotels.com/ - https://www.wto.org
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**UNIVERSITY OF TUZLA
FACULTY OF ECONOMICS**



**UNIVERZITET U TUZLI
EKONOMSKI FAKULTET**

KRATKI CIKLUS STUDIJA LIDERSTVO I INKLUZIVNI MENADŽMENT

Akadska godina 2023/24.

UNIVERSITY OF TUZLA
FACULTY OF ECONOMICS



UNIVERZITET U TUZLI
EKONOMSKI FAKULTET

SHORT CYCLE STUDY PROGRAM

LEADERSHIP AND INCLUSIVE MANAGMENT

Academic year 2023/24.

1. UVOD

Program “Liderstvo i inkluzivni menadžment” predstavlja kratki program cjeloživotnog učenja u okviru visokog obrazovanja koji organizuje i implementira Univerzitet u Tuzli, odnosno Ekonomski fakultet u Tuzli. Program je nastao kao potreba za pružanjem dodanih znanja, vještina i kompetencija menadžerima i potencijalnim menadžerima bosanskohercegovačkih preduzeća i drugih organizacija, u cilju njihovog profesionalnog i ličnog razvoja na polju liderstva, te sticanja znanja na području inkluzivnog menadžmenta.

Danas je i u teoriji i praksi opšteprihvaćen stav da savremeni menadžeri trebaju imati razvijene liderske vještine. Menadžeri bez liderski vještina usmejeni su na obezbjeđivanje infrastrukture, planiranje, budžetiranje i kontroliranje, što može organizaciju zadržati u satusu quo. S druge strane, liderstvo mobilizira ljude, potiče na promjene, učenje, inovacije, nove obrasce ponašanja. Liderstvo je fokusirano na budućnost, omogućava adaptaciju pojedinca, društvenih zajednica, poslovnih subjekata dinamičnim uslovima i kompleksnim promjenama kojima danas svjedočimo.

Lideri daju smjernice i artikulišu viziju, motiviraju i inspiriraju druge da ostvare ciljeve organizacije i pomažu u stvaranju okruženja pogodnog za uspjeh promicanjem komunikacije i suradnje među članovima tima. Menadžeri sa liderskim vještinama posebno su potrebni u bosanskohercegovačkom kontekstu. Naime, u društvu u kojem više dominiraju podjele nego povezanost i povjerenje, potrebni su lideri kako na razini mikro društvenih grupa, tako i na razini organizacijskih jedinica, preduzeća, institucija, te na razini države. Pored toga, bosanskohercegovačka preduzeća se susreću sa problemima odlaska kvalificirane radne snage u druge evropske zemlje, te se stoga menadžeri susreću sa izazovom zadržavanja zaposlenika, odnosno kreiranja i održavanja motivirajućeg radnog okruženja u kojem će zaposlenici osjećati pripadnost i identifikirati se sa organizacijom, pri čemu menadžerima od koristi mogu biti upravo liderske vještine.

Promjene u demografskoj i socijalnoj strukturi, te sve značajnije fokusiranje na ljudska prava i interese imaju značajne reperkusije na politiku i prakse upravljanja ljudskim potencijalima. Savremeno društvo obilježava starenje stanovništva (pa tako i starenje radne snage), porast broja obrazovanog stanovništva (posebno žena), ekonomska nejednakost, učestali ratni i drugi oblici sukoba koji za posljedicu imaju intenzivne migracije, demografske promjene, porast broja osoba s invaliditetom i sl. S druge strane, pod pritiskom članova društvene zajednice da ostvare svoje interese i sudjeluju u donošenju kolektivnih odluka širi se krug legitimnih interesa. Pod uticajem navedenih tendencija, osiguravanje jednakosti i uvažavanje različitosti u upravljanju ljudskim potencijalima (naročito u fazi zapošljavanja) postaje još jedno od područja na kojima se procjenjuje društvena odgovornost savremenih preduzeća.

Novi pristupi na ovom području temelje se na maksimiziranju ljudskih potencijala koji proizlaze iz različitosti, uz istovremeno otklanjanje i ublažavanje prepreka kao što su predrasude i podjele

koje mogu otežati dobro funkcionisanje raznolikih ljudskih potencijala, čime, za razliku od afirmativnog pristupa, pridonosi uspostavljanju čvrstih veza među ljudima u organizaciji – integraciji te organizacijskoj uspješnosti. Dakle, može se reći da pristup upravljanja različitosti premješta obrasce upravljanja ljudskim potencijalima s konvencionalnog zakonodavnog aspekta jednakih mogućnosti u zapošljavanju na strategiju uvažavanja razlika kao što su spol, dob, socijalno porijeklo, invaliditet, osobnost, nacionalno porijeklo i stil rada.

Otuda je sticanje znanja na području inkluzivnog menadžmenta posebno važno za uspješno funkcionisanje savremenih organizacija.

2. OPĆE INFORMACIJE O PROGRAMU

Naziv programa:	Liderstvo i inkluzivni menadžment
Trajanje programa:	700 sati
ECTS:	15
Jezik:	B/H/S
Način izvođenja:	DL
Nositelj studijskoga programa:	Ekonomski fakultet
Ciljevi programa:	Razvoj kompetencija, znanja, vještina na polju liderstva
Ishodi učenja programa:	• Razvijene liderske vještine (upravljanje sobom/lične vještine, emocionalna inteligencija, komunikacijske vještine, razvoj saradnika delegiranje, time management, upravljanje konfliktima i stresom, i dr.) • Razvijeno znanje o društvenoj odgovornosti savremenih organizacija i savremenim praksama i politikama HRM koje uvažavaju različitost zaposlenika. • Sposobnost primjene savremenih HRM praksi i umijeće izgradnje i vođenja visokoproduktivnih timova. • Umijeće upotrebe adekvatnog stila liderstva u zavisnosti od organizacijskog konteksta i kontingencijskih uslova; • Kreativno razmišljanje i efikasno donošenje odluka • Sposobnost izgradnje poslovnih modela i upravljanja projektima

3. OSNOVNE KARAKTERISTIKE PROGRAMA

3.1. Uslovi za upis na program

Upis na kratki program cjeloživotnog učenja vrši se na osnovu javnog konkursa kojeg raspisuje i njegov sadržaj utvrđuje Senat, na prijedlog NNV fakulteta.

Pravo upisa na kratki program cjeloživotnog učenja imaju lica koja su završila odgovarajući dodiplomski studij/studij I ciklusa u trajanju od četiri godine (sa ostvarenih 240 ECTS bodova) ili odgovarajući dodiplomski studij/studij I ciklusa u trajanju od tri godine (sa ostvarenih 180 ECTS bodova), i to Ekonomski fakultet...

Strani državljani i osobe bez državljanstva imaju pravo upisa na studij pod jednakim uslovima kao i državljani BiH.

3.2. Trajanje kratkog programa cjeloživotnog učenja

Kratki program cjeloživotnog učenja traje 15 sedmica, a vrednuje se sa 30 ECTS bodova.

3.3. Način provođenja kratkog programa cjeloživotnog učenja

Program se provodi kao cjeloživotni program učenja, a način izvođenja nastave je učenjem na daljinu (DL – distance learning)

3.4. Način završetka kratkog programa cjeloživotnog učenja

Polaznik kratkog programa cjeloživotnog učenja dužan kroz 15 sedmica sakupiti 30 ECTS-a što podrazumijeva prisutvo na online predavanjima, izvršene obaveze vezane za aktivnosti programa (seminarski rad u okviru predmeta i odrađenu praksu kao i polaganje predispitnih i ispitnih obaveza).

Kandidatu koji je izvršio sve obaveze izdaje se uvjerenje kojim se potvrđuje da je kandidat uspješno završio program cjeloživotnog učenja i kao i dodatak uvjerenju kojim se daju bliže informacije o znanjima i vještinama koje je polaznik stekao završetkom programa.

3.5. Resursi potrebni za izvođenje programa

Za izvođenje programa cjeloživotnog učenja Liderstvo postoje svi potrebni resursi za realizaciju nastave kao i ostalih obaveza koje su predviđene ovim programom. U skladu sa Standardima i normativima za visoko obrazovanje Tuzlanskog kantona (član 14) kojima su definsana minimalni standardi za izvođenje studija na daljinu. Za potrebe izvođenja ovog programa obezbjeđena je Moodle platforma kao LMS sistem, te stalna internet konekcija za nesmetano izvođenje nastave. Svi završni ispiti biti će provedeni u prostorijama Ekonomskog fakulteta u Tuzli.

4. NASTAVNI PLAN

Šifra predmeta	Naziv predmeta	Sati nastave			Sati prakse	ECTS
		p	a	s		
1.	Liderske vještine	50	25	25	25	5
2.	Društvena odgovornost organizacija	50	25	25	25	5
3.	HRM prakse iTeam Building	50	25	25	25	5
4.	Poslovni modeli	50	25	25	25	5
5.	Pojekt menadžment	50	25	25	25	5
6.	Kreativno rješavanje problema i donošenje odluka	50	25	25	25	5
ECTS UKUPNO						30

5. NASTAVNI PROGRAMI (SILABUSI)

Naziv programa	Liderstvo i inkluzivni menadžment				
Naziv predmeta	Liderske vještine				
Šifra predmeta					
ECTS	5				
Broj sati nastave		Predavanja	Aktivnost	Seminari	Praksa
		50	25	25	25
Ciljevi predmeta	Razumijevanje uloge lidera u savremenim preduzećima i drugim organizacijama. Razumijevanje razlike između lidera i menadžera Razvijanje liderskih vještina				
Ishodi učenja predmeta	- Razvijene vještine upravljanja sobom/lične vještine (razvoj emocionalne inteligencije: spoznavanje i razumijevanje sopstvenih emocija, samokontola, samomotivacija, umijeće razvijanja kvalitetnih međuljudskih odnosa i empatije; etično korištenje moći i dr.) - Efektivna upotreba vještina verbalne i neverbalne komunikacije, te vještine empatskog slušanja. - Primjena time managementa - Umijeće upravljanja stresom i konfliktima - Primjena efektivnog delegiranja i umijeće upravljanja razvojem saradnika				
		Tema			

Sadržaj predmeta	- Vještine upravljanja sobom/lične vještine - Emocionalne inteligencija i liderstvo - Komunikacijske vještine i liderstvo; - Time management i efektivno delegiranje - Razvoj saradnika - Uloga lidera u upravljanju stresom i konfliktima		
Jezik	B/H/S		
E-učenje	MOODLE PLATFORMA Big Blue Button		
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.		
		Alokacija ECTS bodova i udjela u ocjeni	
Obveze studenata		Sati opterećenja	Udio u ECTS-u
Odslušano predavanje		50	2
Aktivnost i provjera znanja		25	1
Samostalan pregled literature i seminarski rad		25	1
Praksa		25	1
Ukupno		125	5
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz prakse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	-		

Naziv programa	Liderstvo i inkluzivni menadžment			
Naziv predmeta	Društvena odgovornost organizacija			
Šifra predmeta				
ECTS	5			
Broj sati nastave	Predavanja	Aktivnost	Seminari	Praksa
	50	25	25	25
Ciljevi predmeta	Sticanje znanja na području društveno odgovornog organizacijskog djelovanja i adekvane primjene savremenih praksi i politika HRM koje uvažavaju različitost zaposlenika.			

Ishodi učenja predmeta	• Razumijevanje društvene odgovornosti organizacija • Razvijena znanja za primjenu savremenih praksi i politika HRM koje uvažavaju različitost zaposlenika.			
Sadržaj predmeta		Tema		
	• Razumijevanje društvene odgovornosti organizacija • Odgovornost prema zaposlenicima: kreiranje motivirajućeg radnog okruženja • Mobing i stres na poslu: Uzroci, manifestacije i upravljanje • Društveno odgovorno upravljanje različitostima - savremene HRM prakse i politike			
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	Predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnost i provjera znanja		25	1	
Samostalan pregled literature i seminarski rad		25	1	
Praksa		25	1	
Ukupno		125	5	
Način izračuna konačne ocjene				
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajaevi iz parkse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova				
Literatura	Delić. A., Husaković, D., Čavalić; A., Društvena odgovornost preduzeća i ljudski potencijali, Tuzla, 2019.			

Naziv programa	Liderstvo
Naziv predmeta	HRM prakse i Team Building
Šifra predmeta	

ECTS	5			
Broj sati nastave	Predavanja		Aktivnost	Seminari
	50		25	25
Ciljevi predmeta	Sticanje znanja i razvoj vještina za upravljanje ljudskim resursima i izgradnju i vođenje učinkovitih timova			
Ishodi učenja predmeta	- Razvijeno znanje o savremenim HRM praksama - Razvijeno umijeće upravljanja različitim fazama upravljanja ljudskim resursima (dizajniranje posle, planiranje ljudskih resursa, regrutovanje i selekcija kandidata, razvoj i obuka zaposlenika, ocjenivanje radne uspješnosti, materijalno i nematerijalno nagrađivanje, upravljanje fluktuacijom i apsentizmom) - Sposobnost identificiranja karakteristika učinkovitih timova i uloge lidera tima; - Razvijeno znanje i sposobnosti za identificiranje karakteristika ličnosti, kompetencija i definisanje uloga članova tima; - Razvijeno umijeće razvoja učinkovitog tima kroz njegove formativne faze - Razvijene vještine za uspostavljanje konstruktivnog sistema komunikacije u timu - Umijeće definisanja načela, pravila ponašanja i rješavanja konflikta u timu - Umijeće primjene kontrolnih mehanizama za praćenje napretka tima prema ostvarivanju definisanih ciljeva i vizije			
Sadržaj predmeta	Tema			
	- Savremene HRM prakse - Dizajniranje posla i planiranje ljudskih resursa - Regrutovanje i selekcija kandidata - Razvoj i obuka zaposlenika - Ocjenivanje radne uspješnosti - Materijalne i nematerijale strategije motivacije - Upravljanje fluktuacijom i apsentizmom - Karakteristike učinkovitih timova - Uloga lidera u timu - Definisanje uloga članova tima - Izgradnja tima: faze i ključni faktori - Saradnička komunikacija u timu - Upravljanje konfliktima u timu - Praćenje i evaluacija rada tima			
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	Predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni

Odslušano predavanje	50	2	
Aktivnost i provjera znanja	25	1	
Samostalan pregled literature i seminarski rad	25	1	
Praksa	25	1	
Ukupno	125	5	
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja:			
PREDISPITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz parkse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	-		

Naziv programa	Liderstvo			
Naziv predmeta	Projekt menadžment			
Šifra predmeta				
ECTS	5			
Broj sati nastave	Predavanja	Aktivnost	Seminari	Praksa
	50	25	25	25
Ciljevi predmeta	Upoznavanje studenata sa prirodom, dinamikom i različitim metodologijama projekt menadžmenta, razvijanje znanja i vještina studenata za uspješno upravljanje projektom u svim njegovim fazama: od iniciranja, planiranja, izvršenja, monitoringa, kontrole do zatvaranja projekta. Razvijanje posebnih menadžerskih vještina za uspješno upravljanje rojektima.			
Ishodi učenja predmeta	- Razvijeno znanje o ulogama projektnog menadžera, projektnog tima i stakeholdera projekta - Razumijevanje različitih metodologija projekt menadžmenta - Razvijeno znanje i vještine za uspješno upravljanje projektom u svim njegovim fazama - Razvijeneo posebne menadžerske vještine za uspješno upravljanje projektima (izgradnja i vođenje projektnog tima, upravljanje konfliktima, time management, motivacija i dr.)			
	Tema			

Sadržaj predmeta	• Osnove projekt menadžmenta • Voditelj projekta, projektni tim i stakeholderi projekta • Različite metodologije projekt menadžmenta • Faze projekt menadžmenta: iniciranje, planiranje, izvršenje, monitoring, kontrola i zatvaranje projekta. • Menadžerske vještine neophodne za uspješno upravljanje projektima.		
Jezik	B/H/S		
E-učenje	MOODLE PLATFORMA Big Blue Button		
Metode poučavanja	Predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.		
		Alokacija ECTS bodova i udjela u ocjeni	
Obveze studenata		Sati opterećenja	Udio u ECTS-u
Odslušano predavanje		50	2
Aktivnost i provjera znanja		25	1
Samostalan pregled literature i seminarski rad		25	1
Praksa		25	1
Ukupno		125	5
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: PREDISPITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz prakse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	Gary R. Heerkens, Upravljanje projektom, MATE, Zagreb, 2020. Omazić M.A., Baljkas S.: Projektni menadžment; Sinergija; 2005.		

Naziv programa	Liderstvo			
Naziv predmeta	Poslovni modeli			
Šifra predmeta				
ECTS	5			
Broj sati nastave	Predavanja	Aktivnost	Seminari	Praksa
	50	25	25	25

Ciljevi predmeta	- Upoznavanje polaznika sa najnovijim trendovima u funkcionisanju poslovnih modela u dinamičkom poslovnom okruženju; - usvajanje novih, naprednih i holističkih znanja i kompetencija iz područja poslovnih modela te ovladavanje vještinama i kompetencijama za analizu poslovnih modela i uvođenje inovacija poslovnih modela u kompanijama; - sticanje sposobnosti za oblikovanje primjerenog inovativnog poslovnog modela; - holističko i kreativno promišljanje o mogućnostima razvoja inovativnih poslovnih modela u različitim područjima poslovanja.			
Ishodi učenja predmeta	- razumijevanje značaja poslovnih modela i inovativnih poslovnih modela u procesu stvaranja vrijednosti za uspjeh kompanija u savremenom poslovnom okruženju; - osposobljavanje polaznika za proces klasifikacije, ocjenjivanje i kritičko propitivanje različitih komponenti poslovnog modela te analiziranje utjecaja faktora promjene i inoviranja poslovnog modela na uspješno upravljanje poslovanjem i bolje poslovne rezultate; - analiziranje postojećih poslovnih modela, procjena ishoda te identificiranje mogućnosti poboljšanja i inoviranja poslovnog modela.			
Sadržaj predmeta	Tema			
	- Razvoj, značaj i definisanje poslovnih modela - Okviri i elementi poslovnih modela "Canvas" poslovni model - Procjene inovativnih poslovnih modela - Vrste inovativnih poslovnih modela - Vanjski i unutrašnji faktori za inoviranje poslovnog modela			
Jezik	B/H/S			
E-učenje	MOODLE PLATFORMA Big Blue Button			
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.			
		Alokacija ECTS bodova i udjela u ocjeni		
Obveze studenata		Sati opterećenja	Udio u ECTS-u	Udio u ocjeni
Odslušano predavanje		50	2	
Aktivnosti i provjera znanja		25	1	
Samostalan pregled literature i seminarski rad		25	1	
Praksa		25	1	
Ukupno		125	5	
Način izračuna konačne ocjene				
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispozitivnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se				

utvrđuje prema slijedećoj skali bodovanja:

PREDISPITNE OBAVEZE

- Odslušano predavanje: 0-5
- Aktivnosti na nastavi (interaktivno učešće na predavanjima, diskusije, zadaci): 0-20 bodova
- Slučajevi iz prakse: 0-10 bodova,
- Seminarski rad (razvojanje „Canvas“ poslovnog modela): 0-15 bodova

ZAVRŠNI ISPIT: 50 bodova

Literatura	1. Afuah, A. (2018). <i>Business Model Innovation: Concepts, Analysis, and Cases</i>. New York 2. Rupcic, N. (2022). <i>Stvaranje i razvoj inovativnih poslovnih modela</i>. Sveučilište u Rijeci. Ekonomski fakultet. 3. Osterwalder, A., Clark, T., & Pigneur, Y. (2010). <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i>. 4. Gassmann, O., Frankenberger K., Csik, M.(2014). <i>The Business Model Navigator: 55 Models That Will Revolutionise Your Business</i>. Upper Saddle River, NJ: FT Press.
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Naziv programa	Liderstvo				
Naziv predmeta	Kreativno rješavanje problema i donošenje odluka				
Šifra predmeta					
ECTS	5				
Broj sati nastave		Predavanja	Aktivnost	Seminari	Praksa
		50	25	25	25
Ciljevi predmeta	• Stjecanje teorijskih i praktičnih znanja u vezi uloge kreativnosti u rješavanju problema odlučivanja. • Osposobljavanje studenata za samostalno korištenje kreativnih tehnika u rješavanju realnih problema odlučivanja.				
Ishodi učenja predmeta	• Objasniti kreativni proces odlučivanja i njegovu razliku u odnosu na proces rješavanja problema. • Kombinirati različite teorijsko-metodološke i aplikativne kreativne pristupe u procesu generisanja alternativâ. • Prepoznati odgovarajući alat i samostalno ga koristiti prilikom rješavanja realnih problema odlučivanja				
		Tema			



Sadržaj predmeta	• Kreativnost kao proces • Kreativnost i kreativno razmišljanje • Kreativni proces odlučivanja • Rješavanje problema vs odlučivanje • Načini i stilovi odlučivanja • Kognitivne pristranosti u odlučivanju • Generisanje kreativnih alternativâ pomoću kreativnih alata (brainstorming, brainwriting, mind-mapping, Delphi metoda, scamper metoda, sinektika, metoda šest šešira) • Odabir alternative pomoću kreativnih alata (Force field analiza, matrica odluka, cost/benefit analiza) • Sprovođenje odluke		
Jezik	B/H/S		
E-učenje	MOODLE PLATFORMA Big Blue Button		
Metode poučavanja	predavanja, seminarski radovi, grupna diskusija, slučajevi iz prakse.		
		Alokacija ECTS bodova i udjela u ocjeni	
Obveze studenata		Sati opterećenja	Udio u ECTS-u
Odslušano predavanje		50	2
Aktivnost i provjera znanja		25	1
Samostalan pregled literature i seminarski rad		25	1
Praksa		25	1
Ukupno		125	5
Način izračuna konačne ocjene			
Ocjena je zasnovana na ukupnom broju bodova koje je student stekao ispunjavanjem predispitnih obaveza i polaganjem ispita, a prema kvalitetu stečenih znanja i vještina i sadrži maksimalno 100 bodova, te se utvrđuje prema slijedećoj skali bodovanja: -PREDISBITNE OBAVEZE Odslušano predavanje: 0-5 Aktivnosti na nastavi: 0-20 bodova Slučajevi iz prakse: 0-10 bodova, Seminarski rad: 0-15 bodova -ZAVRŠNI ISPIT: 50 bodova			
Literatura	- Lussier, R. (2019). <i>Management Fundamentals – Concepts, Application and Skill Development</i>. Thousand Oaks: SAGE (poglavlje „Creative Problem Solving and Decision Making”) - Harvard Business Press (2008). <i>Donošenje odluka – Ekspertska rješenja za svakodnevne izazove</i>. Beograd: Datastatus.		



PARTISH

Development of part-time and short cycle studies
in higher education in Bosnia and Herzegovina



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Erasmus+ Programme
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SHORT CYCLE EDUCATION PROGRAM

"LEADERSHIP AND INCLUSIVE MANAGEMENT"

1. INTRODUCTION

The "Leadership and Inclusive Management" program is a short lifelong learning program within higher education organized and implemented by the University of Tuzla, i.e. the Faculty of Economics in Tuzla. The program was created as a need to provide additional knowledge, skills and competencies to managers and potential managers of Bosnian companies and other organizations, with the aim of their professional and personal development in the field of leadership, and the acquisition of knowledge in the field of inclusive management.

Today, both in theory and practice, it is a generally accepted view that modern managers should have developed leadership skills. Managers without leadership skills are focused on providing infrastructure, planning, budgeting and controlling, which can keep the organization in the status quo. On the other hand, leadership mobilizes people, encourages change, learning, innovation, new patterns of behavior. Leadership is focused on the future, enabling the adaptation of individuals, social communities, and business entities to the dynamic conditions and complex changes we are witnessing today.

Leaders provide direction and articulate vision, motivate and inspire others to achieve organizational goals, and help create an environment conducive to success by promoting communication and collaboration among team members. Managers with leadership skills are especially needed in the Bosnian context. Namely, in a society where divisions dominate more than connection and trust, leaders are needed both at the level of micro social groups, and at the level of organizational units, companies, institutions, and at the level of the state. In addition, Bosnian companies are faced with the problems of the departure of qualified labor to other European countries, and therefore managers are faced with the challenge of retaining employees, i.e. creating and maintaining a motivating work environment in which employees will feel belonging and identify with the organization, while managers leadership skills can be useful.

Changes in the demographic and social structure, and the increasingly significant focus on human rights and interests have significant repercussions on the policy and practices of human resources management. Contemporary society is characterized by the aging of the population (including the aging of the workforce), the increase in the number of educated people (especially women), economic inequality, frequent wars and other forms of conflict that result in intensive migrations, demographic changes, an increase in the number of people with disabilities, etc. On the other hand, under the pressure of members of the social community to realize their interests and participate in making collective decisions, the circle of legitimate interests expands. Under the influence of the aforementioned tendencies, ensuring equality and respecting diversity in the management of human resources (especially in the recruitment phase) becomes another area where the social responsibility of modern companies is assessed.

New approaches in this area are based on maximizing human potential arising from diversity, while at the same time removing and mitigating obstacles such as prejudices and divisions that can hinder the good functioning of diverse human potential, which, unlike the affirmative approach, contributes to the establishment of strong ties between people in the organization - integration and organizational success. Thus, it can be said that the diversity management approach moves human resource management patterns from the conventional legislative aspect of equal opportunities in employment to a strategy of respecting differences such as gender, age, social origin, disability, personality, national origin and work style.

Hence, acquiring knowledge in the field of inclusive management is particularly important for the successful functioning of modern organizations.

2. GENERAL INFORMATION ABOUT THE PROGRAM

Name program :	Leadership and inclusive management
Duration program :	700 hours
ECTS:	15
Language :	B/H/S
The way Performances :	DL
Holder studio program :	Faculty of Economics
Objectives program :	Development of competencies, knowledge, skills in the field of leadership
Outcomes learning program :	• Developed leadership skills (self-management/personal skills, emotional intelligence, communication skills, development of colleagues, delegation, time management, conflict and stress management, etc.) • Developed knowledge about the social responsibility of modern organizations and contemporary HRM practices and policies that respect the diversity of employees. • The ability to apply modern HRM practices and the ability to build and lead highly productive teams. • The art of using an adequate leadership style depending on the organizational context and contingency conditions; • Creative thinking and effective decision making • Ability to build business models and manage projects

3. BASIC FEATURES OF THE PROGRAM

3.1. Requirements for enrolling in the program

Enrollment in the short lifelong learning program is based on a public competition announced and its content determined by the Senate, on the proposal of the NNV faculty.

The right to enroll in a short lifelong learning program is granted to persons who have completed a corresponding undergraduate study/study of the 1st cycle lasting four years (with 240 ECTS credits) or a corresponding undergraduate study/study of the 1st cycle lasting three years (with 180 ECTS credits), namely the Faculty of Economics...

Foreign citizens and stateless persons have the right to enroll in studies under the same conditions as BiH citizens.

3.2.Duration short lifelong program learning

The short lifelong learning program lasts 15 weeks and is evaluated with 30 ECTS points.

3.3.Method of conducting a short program of lifelong learning

The program is implemented as a lifelong learning program, and the teaching method is distance learning (DL - distance learning).

3.4.How to complete a short lifelong learning program

Participant of the short lifelong learning program is required to collect 30 ECTS credits within 15 weeks, which implies attendance at online lectures, completed obligations related to program activities (seminar work within the course and completed practice as well as passing pre-exam and exam obligations).

The candidate who has fulfilled all obligations is issued a certificate confirming that the candidate has successfully completed the lifelong learning program, as well as an addition to the certificate that provides more detailed information about the knowledge and skills the participant acquired upon completion of the program.

3.5.Resources needed to run the program

For the implementation of the Lifelong Learning Leadership program, there are all the necessary resources for the implementation of teaching as well as other obligations that are foreseen in this program. In accordance with the Standards and Normatives for Higher Education of the Tuzla Canton (Article 14), which define the minimum standards for distance learning. For the purposes of this program, the Moodle platform is provided as an LMS system, as well as a permanent Internet connection for the smooth delivery of classes. All final exams will be held in the premises of the Faculty of Economics in Tuzla.

4. CURRICULUM

Subject code	Subject name	Hours of classes			Hours of practice	ECTS
		p	a	s		

1.	Leadership skills	50	25	25	25	5
2.	Social responsibility of organizations	50	25	25	25	5
3.	HRM practices iTeam Building	50	25	25	25	5
4.	Business models	50	25	25	25	5
5.	Project management	50	25	25	25	5
6.	Creative problem solving and decision making	50	25	25	25	5
ECTS TOTAL						30

5. CURRICULUM (SYLLABUS)

Name program	Leadership and inclusive management				
Name subject	Leadership skills				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Understanding the role of leaders in modern companies and other organizations. Understanding the difference between a leader and a manager Developing leadership skills				
Learning outcomes of the subject	- Developed self-management skills/personal skills (development of emotional intelligence: knowing and understanding one's own emotions, self-control, self-motivation, the ability to develop quality interpersonal relationships and empathy; ethical use of power, etc.) - Effective use of verbal and non-verbal communication skills, and empathic listening skills. - Application of time management - The art of managing stress and conflicts - The application of effective delegation and the art of managing the development of associates				
Course content		Theme			
	- Self-management skills/personal skills - Emotional intelligence and leadership - Communication skills and leadership; - Time management and effective delegation - Development of associates - The role of the leader in managing stress and conflicts				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				

Teaching methods	lectures, seminar papers, group discussion, cases from practice.			
		Allocation of ECTS points and share in the grade		
Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar paper		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points				
Literature	-			

Name program	Leadership and inclusive management				
Name subject	Social responsibility organization				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Acquiring knowledge in the field of socially responsible organizational activities and adequate application of modern HRM practices and policies that respect the diversity of employees.				
Learning outcomes of the subject	- Understanding the social responsibility of organizations - Developed knowledge for the application of modern HRM practices and policies that respect the diversity of employees.				
Course content	Theme				
	- Understanding the social responsibility of organizations - Responsibility towards employees: creating a motivating work environment - Mobbing and stress at work: Causes, manifestations and coping - Socially responsible diversity management - contemporary HRM practices and policies				
Language	B/H/S				

E- learning	MOODLE PLATFORM Big Blue Button		
Teaching methods	Lectures, seminar papers, group discussion, practical cases.		
		Allocation of ECTS points and share in the grade	
Obligations of students		Load hours	Share in ECTS
Listened to the lecture		50	2
Activity and knowledge check		25	1
Independent literature review and seminar paper		25	1
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: - PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points			
Literature	A fraction. A., Husaković, D., Cavalić; A., Corporate social responsibility and human resources, Tuzla, 2019.		

Name program	Leadership			
Name subject	HRM practices and Team Building			
Code subject				
ECTS	5			
Number of teaching hours	Lectures	Activity	Seminars	Practice
	50	25	25	25
Course objectives	Acquiring knowledge and developing skills for human resource management and building and leading effective teams			
Learning outcomes of the subject	- Developed knowledge of contemporary HRM practices - Developed management skills in different phases of human resources management (design after, human resources planning, recruitment and selection of candidates, development and training of employees, evaluation of work performance, material and non-material rewards, turnover and absenteeism management) - Ability to identify the characteristics of effective teams and the role of the team leader; - Developed knowledge and abilities for identifying personality characteristics, competencies and defining the roles of team members;			

	• Developed the art of developing an effective team through its formative stages • Developed skills for establishing a constructive communication system in the team • The art of defining principles, rules of conduct and conflict resolution in a team • The art of applying control mechanisms to monitor the progress of the team towards the achievement of defined goals and vision			
Course content	Theme			
	• Contemporary HRM practices • Job design and human resource planning • Recruitment and selection of candidates • Development and training of employees • Assessment of work performance • Material and non-material motivation strategies • Fluctuation and absenteeism management • Characteristics of effective teams • The role of a team leader • Defining the roles of team members • Team Building: Stages and Key Factors • Collaborative communication in a team • Conflict management in the team • Monitoring and evaluation of team work			
Language	B/H/S			
E- learning	MOODLE PLATFORM Big Blue Button			
Teaching methods	Lectures, seminar papers, group discussion, practical cases.			
		Allocation of ECTS points and share in the grade		
Obligations of students		Load hours	Share in ECTS	Grade share
Listened to the lecture		50	2	
Activity and knowledge check		25	1	
Independent literature review and seminar paper		25	1	
Practice		25	1	
In total		125	5	
How to calculate the final grade				
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points				

-FINAL EXAM: 50 points	
Literature	-

Name program	Leadership				
Name subject	Project management				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	Acquainting students with the nature, dynamics and different methodologies of project management, developing students' knowledge and skills for successful project management in all its phases: from initiation, planning, execution, monitoring, control to closing the project. Developing special managerial skills for successful project management.				
Learning outcomes of the subject	- Developed knowledge about the roles of project manager, project team and project stakeholders - Understanding of different project management methodologies - Developed knowledge and skills for successful project management in all its phases - Developed special managerial skills for successful project management (building and leading a project team, conflict management, time management, motivation, etc.)				
Course content		Theme			
	- Basics of project management - Project manager, project team and project stakeholders - Different methodologies of project management - Phases of project management: initiation, planning, execution, monitoring, control and closure of the project. - Managerial skills necessary for successful project management.				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				
Teaching methods	Lectures, seminar papers, group discussion, practical cases.				
			Allocation of ECTS points and share in the grade		
Obligations of students			Load hours	Share in ECTS	Grade share
Listened to the lecture			50	2	
Activity and knowledge check			25	1	
Independent literature review			25	1	

and seminar paper			
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale:			
PRE-EXAM OBLIGATIONS Attended lecture: 0-5 Class activities: 0-20 points Cases from the park: 0-10 points, Seminar work: 0-15 points -FINAL EXAM: 50 points			
Literature	Gary R. Heerkens , Project Management, MATE, Zagreb, 2020. Omazić MA, Baljkas S.: Project management; Synergy; in 2005		

Name program	Leadership				
Name subject	Business models				
Code subject					
ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	• Acquaintance of participants with the latest trends in the functioning of business models in a dynamic business environment; • adopting new, advanced and holistic knowledge and competencies in the field of business models and mastering skills and competencies for analyzing business models and introducing business model innovations in companies; • acquiring the ability to design an appropriate innovative business model; • holistic and creative thinking about the possibilities of developing innovative business models in different areas of business.				
Learning outcomes of the subject	• understanding the importance of business models and innovative business models in the process of creating value for the success of companies in the modern business environment; • training participants for the process of classification, evaluation and critical questioning of various components of the business model and analyzing the impact of factors of change and innovation of the business model on successful business management and better business results; • analyzing existing business models, evaluating outcomes and identifying opportunities to improve and innovate the business model.				
		Theme			

Course content	• Development, significance and definition of business models • Frameworks and elements of business models • "Canvas" business model • Assessments of innovative business models • Types of innovative business models • External and internal factors for business model innovation		
Language	B/H/S		
E- learning	MOODLE PLATFORM Big Blue Button		
Teaching methods	lectures, seminar papers, group discussion, cases from practice.		
		Allocation of ECTS points and share in the grade	
Obligations of students		Load hours	Share in ECTS
Listened to the lecture		50	2
Activities and knowledge test		25	1
Independent literature review and seminar paper		25	1
Practice		25	1
In total		125	5
How to calculate the final grade			
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and taking the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale: PRE-EXAM OBLIGATIONS • Attended lecture: 0-5 • Class activities (interactive participation in lectures, discussions, assignments): 0-20 points • Cases from practice: 0-10 points, • Seminar paper (development of "Canvas" business model): 0-15 points FINAL EXAM: 50 points			
Literature	1. Afuah, A. (2018). <i>Business Model Innovation: Concepts, Analysis, and Cases</i>. New York 2. Rupcic, N. (2022). <i>Creation and development of innovative business models</i>. University of Rijeka. Faculty of Economics. 3. Osterwalder, A., Clark, T., & Pigneur, Y. (2010). <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i>. 4. Gassmann, O., Frankenberger K., Csik, M. (2014). <i>The Business Model Navigator: 55 Models That Will Revolutionize Your Business</i> . Upper Saddle River, NJ: FT Press.		

Name program	Leadership
Name subject	Creative problem solving and decision making
Code subject	

ECTS	5				
Number of teaching hours		Lectures	Activity	Seminars	Practice
		50	25	25	25
Course objectives	- Acquisition of theoretical and practical knowledge regarding the role of creativity in solving decision-making problems. - Training students to independently use creative techniques in solving real decision-making problems.				
Learning outcomes of the subject	- Explain the creative decision-making process and how it differs from the problem-solving process. - Combine different theoretical-methodological and applied creative approaches in the process of generating alternatives. - Recognize the appropriate tool and use it independently when solving real decision-making problems				
Course content		Theme			
	- Creativity as a process - Creativity and creative thinking - Creative decision-making process - Problem solving vs decision making - Ways and styles of decision-making - Cognitive biases in decision making - Generating creative alternatives using creative tools (brainstorming, brainwriting, mind-mapping, Delphi method, scamper method, synectics, six-hat method) - Alternative selection using creative tools (Force field analysis, decision matrix, cost/benefit analysis) - Implementation of the decision				
Language	B/H/S				
E- learning	MOODLE PLATFORM Big Blue Button				
Teaching methods	lectures, seminar papers, group discussion, cases from practice.				
		Allocation of ECTS points and share in the grade			
Obligations of students		Load hours	Share in ECTS	Grade share	
Listened to the lecture		50	2		
Activity and knowledge check		25	1		
Independent literature review and seminar paper		25	1		
Practice		25	1		
In total		125	5		
How to calculate the final grade					
The grade is based on the total number of points earned by the student by fulfilling pre-examination obligations and passing the exam, and according to the quality of acquired knowledge and skills, it contains a maximum of 100 points, and is determined according to the following scoring scale :					

Attended lecture: 0-5
Class activities: 0-20 points
Cases from practice: 0-10 points,
Seminar work: 0-15 points
-FINAL EXAM: 50 points

Literature	- Lussier, R. (2019). <i>Management Fundamentals - Concepts, Application and Skill Development</i> . Thousand Oaks: SAGE (chapter " Creative Problem Solving and Decision Making") - Harvard Business Press (2008). <i>Decision making - Expert solutions for everyday challenges</i> . Belgrade: Datastatus.
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6. EXECUTIVE CURRICULUM FORM

	Program:							
Code subject	Name subject		Teachers	Hours of classes			Hours of practice	ECTS
				p	a	s		
	ECTS TOTAL							