



UNIVERSITY OF BELGRADE, FACULTY OF ORGANIZATIONAL SCIENCES
11040 BELGRADE, JOVE ILICA 154



BOOK OF SUBJECTS - Management and Organization

FACULTY OF ORGANIZATIONAL SCIENCES

**BOOK OF SUBJECTS
Management and organization**

Belgrade

2025.



BOOK OF SUBJECTS - Management and Organization

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Teaching subject		Management				
Subject	01.Z00001					
Number of ECTS:	6					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Petrović Č. Dejan Bjelica Lj. Dragan Mitrović M. Zorica Mihic M. Marko					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring the latest academic and professional knowledge in the field of management, a modern scientific discipline that deals with the problems of managing organizational systems. Training students to use modern methods and techniques used in management, as well as illustrating skills that contribute to improving the functioning of the organization.						
2. Educational outcomes (acquired knowledge):						
Application of academic and professional knowledge, methods and techniques in the processes of planning, organizing, leading and controlling various businesses, ventures and organizational systems. Students will be able to apply advanced skills in team building, communication, negotiation, conflict resolution, leadership and motivation in making business decisions.						
3. Course content/structure:						
Theoretical teaching Defining and developing management. Management processes. Functional areas of management. Planning process. Organizing process. Staffing process. Leadership process. Control process. Decision-making process. Information system for enterprise management. Manager. Manager and teamwork. Management and specialized management disciplines. Management skills. Organizational strategy. Management of service and production operations.						
Practical teaching Management methods and techniques. Planning methods. Organizing methods. Control methods. Methods of managing communications and information in the organization. Managerial decision-making. Required knowledge and skills of managers. Selection and election of managers. Team formation and management. Case studies.						
4. Teaching methods:						
Auditory, illustrative-demonstrative, verbal-textual, practical work methods.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	50.00			
Seminars		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Chuck W.	Principi menadžmenta		Data Status, Beograd	2013	
2	Јовановић П.	Менаџмент – Теорија и пракса		Висока школа за пројектни менаџмент, Београд	2007	
3	Robbins P. S, Coutler M	Menadžment		Data Status, Beograd	2005	



Teaching subject		Mathematics 1				
Subject	01.Z00002					
Number of ECTS:	6					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Stanojević F. Bogdana Mihic R. Olivera Nikolic T. Nebojsa Boricić Joksimović B. Marija					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Presentation and explanation of mathematical content related to the concept of number, basic concepts from algebraic structures, elements of linear algebra and analytic geometry, as well as differential calculus of functions of one real variable, which are intended for the engineer profile.						
2. Educational outcomes (acquired knowledge):						
Students will use and apply matrix calculus and differential calculus of functions of one variable, which are among the basic tools for modeling organizational and technical systems.						
3. Course content/structure:						
Theoretical teaching 1. Introductory concepts. 2. Algebraic structures. 3. The concept of a function. 4. The concept of a vector. Vector space. 5. The concept of a matrix. Operations with matrices. Matrix rank. Inverse matrix. 6. Systems of linear algebraic equations. Kronecker-Capelli and Cramer theorems. Gaussian algorithm. 7. Equation of a plane and a line in space. 8. Sequences. Convergence criteria. 9. The concept of a real function of one variable. Limit value of a function. 10. Continuity of a function. Properties of functions continuous on a segment. 11. The first derivative of a function. 12. Differential of a function and applications. Higher-order differentials. 13. Basic theorems of differential calculus. Taylor's formula. 14. The concept of an extremum. Necessary and sufficient conditions for an extremum. 15. Convexity of a curve and inflection points. Asymptotes of a curve. Practical teaching 1. Binary relations and operations. 2. Group, field, ring, field. 3. Examples of functions. 4. Vector spaces. Scalar, vector and mixed product of vectors. 5. Matrix multiplication, inverse matrix, matrix rank, eigenvalues and eigenvectors. 6. Solving systems of linear algebraic equations. 7. Line and plane. 8. Limit value of a sequence. 9. Limit value of a function. 10. Continuity of a function. 11. Derivatives of functions. 12. L'Hôpital's theorem. 13. Taylor's formula. 14. Examining functions. 15. Exam tasks.						
4. Teaching methods:						
The classic way using a whiteboard and computer presentations.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	20.00
Colloquiums		Yes	25.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Д. Ђорић, Р. Лазовић	Математика 1		ФОН, Београд	2012	
2	О. Мићић, В. Балтић, М. Боричић	Методичка збирка решених задатака из Математике 1		ФОН, Београд	2013	



Teaching subject		Economy			
Subject	01.Z00003				
Number of ECTS:	6				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Jedank J. Sandra				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Acquiring basic knowledge in economics (introduction to economic analysis, microeconomics and macroeconomics) through theory, techniques and practical examples. The course is an introduction and foundation for related subjects in higher years.					
2. Educational outcomes (acquired knowledge):					
Introduction to economic science; elucidation and mastery of basic economic categories, laws, principles and processes; connection and critical understanding of economic concepts, as abstract categories, with practical economic life; proper orientation in identifying significant economic events in a country, but also on a global scale; development of economic logic and thinking about contemporary microeconomic and macroeconomic problems.					
3. Course content/structure:					
Theoretical teaching: Introduction to economics; Subject and method; Economic categories, laws and models; Leading schools of economic thought; Structural problems of production; Interdependence of production, distribution, exchange and consumption; Production possibilities frontier and opportunity cost; Factors of production and enterprises in a market economy; Analysis of the market for factors of production; Capital and labor; Wages and profit; Concept and forms of enterprises; Basic elements of a market economy; Demand and supply of goods and services; Elasticity of demand and supply; Market equilibrium; Welfare analysis; Production function and economic analysis of costs; Production function; Law of diminishing returns; Total, average and marginal product and their interdependence; Production and costs; Total, average and marginal costs; Break-even point and break-even point; Cost economy and diseconomies; The concept and functions of the market; Spheres of market inefficiency; Alternative market structures; Maximization of the producer objective function in conditions of perfect and imperfect competition; Monopoly; Monopolistic competition; Monopoly price and monopoly profit; Basic macroeconomic aggregates; Gross domestic product; Gross national product and national income; AD-AS model and multiplier model; Aggregate demand curve and determinants; Aggregate supply curve and determinants; Aggregate demand and aggregate supply equilibrium; Accumulation, investment, consumption and national income; Determinants of national income; Use of the accumulation curve and consumption curve; Accumulation and investment; Investment performance and capital ratio; Consumption plus investment; Recession and inflation gap; Investment multiplier; Paradox of saving; Economic development and foreign direct investment; The concept, importance, goals and factors of economic growth and development; The concept of sustainable development; Development indicators; Theories of economic growth and development; Economic development and inflation; Business cycles; Countercyclical policy; International capital movements; Portfolio investment and foreign direct investment; Money and the money market; Origin, forms and functions of money; Monetary aggregates and the quantitative theory of money; Central bank and banking; Money supply and demand for money; Monetary multiplier; Inflation and unemployment; The concept, indicators, types and effects of inflation; Anti-inflationary policy; Interdependence of inflation, unemployment and economic growth; Forms of unemployment; Labor market and wages; Deflation; Macroeconomic policy instruments; Stabilization and development economic policy; Budget and fiscal policy; Taxes; Public debt; Government spending multiplier and crowding out effect; Monetary and credit policy; Exchange rate policy; Devaluation and revaluation; Balance of payments; Investment policy; Price system and policy; Economic policy in the field of international trade; European integration processes; European Union; European Monetary Union; European transition processes. Practical teaching: Exercises follow the methodological units Lectures.					
4. Teaching methods:					
Lectures, exercises, preparation and presentation of seminar papers and essays, case studies, colloquiums, consultations. Each form of teaching requires preparation, cooperation and participation of students. Students are encouraged and activated through interactive					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	5.00	Oral exam	
Colloquiums		Yes	40.00		
Seminar paper		Yes	5.00		
Literature					
No:	Authors	Title		Publisher	Year

**Literature**

No:	Authors	Title	Publisher	Year
1	Крагуљ, Д.	Економија - Основи микроекономске и макроекономске анализе	издање аутора, Београд	2020



Teaching subject		Organizational basics				
Subject	01.Z00005					
Number of ECTS:	6					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Jaško O. Ondrej Čudanov J. Mladen Jevtić N. Miloš					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to introduce first-year students to the basic definitions and concepts of organizational sciences, and then to introduce them to the features and specificities of leading theories of organization and management. Furthermore, students are introduced to practically applicable knowledge and develop skills in the organization of business systems that will enable them to understand the individual aspects of business systems that are later elaborated in detail in the subjects of higher Year studies.						
2. Educational outcomes (acquired knowledge):						
Acquiring advanced academic and professional knowledge in the field of business systems organization and developing skills for solving complex problems of business systems organization in a modern environment and with coordination and communication with various stakeholders. Training for independent management of projects for the development and improvement of business systems organization as well as for transferring acquired knowledge and skills with the possibility for and a positive attitude towards continuous improvement in						
3. Course content/structure:						
Theoretical teaching Development of organizational sciences. Definition of the term, social scope and importance of organization. Principles of organization, methods, techniques, means and instruments. Organizational theories. Strategic elements of organization. Organization of business systems. Organization of work processes in production and other activities. Production management. Production capacities of enterprises, calculation, coordination. Productivity, definition, factors, importance of labor productivity. Organization, structuring of the organization, directing and planning of the work process. Organizational models. Models of organizational structure. Basic institutional forms of organization. Practical teaching: Exercises Development of organizational theories – Scientific management. Development of organizational theories – Administrative theory. Development of organizational theories – Bureaucratic organization. Interpersonal relations direction. Development of organizational theories – Theories of behavior in organizations. Management science. Modern theories of organization. Work organization - analysis of technological alternatives, organization of production processes. Methods of determining work time norms. Management and regulation - cost and inventory control. Quality management. Work productivity - mechanization, automation, innovations. Types of authority in the organization. Models of organizational structure - examples. Basic functions of the enterprise - job descriptions.						
4. Teaching methods:						
Monologue method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks given.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	5.00	Written exam	Да	20.00
Colloquiums		Да	30.00	Oral exam	Да	45.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Јашко, О., Чуданов, М., Јевтић, М. & Кривокапић, Ј.	Основи организације и менаџмента		Београд, Србија: Факултет организационих наука	2014	
2	Кривокапић, Ј., Годоровић, И. & Комазец, С.	Основи организације и менаџмента – практикум		Београд, Србија: Факултет организационих наука	2014	
3	Daft, R. L.	Organization Theory and Design, 12th edition		Stamford, Connecticut, USA: CengageLearning	2016	



Literature				
No:	Authors	Title	Publisher	Year
4	Laloux, F	Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness 1st Edition	Millis, MA, USA: Nelson Parker	2014
5	Morgan, G.	Images of Organization	London, UK: Sage Publications	2006

	
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Teaching subject		Fundamentals of Information and Communication Technologies				
Subjecst	01.IT0001					
Number of ECTS:	6					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Simić B. Dejan Jovanović D. Bojan Bogičević Sretenović S. Marija Šošević Z. Uroš					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Students are introduced to relevant concepts, principles of work in the field of information and communication technologies and acquire the necessary skills for working on computers. The goal of the course is to increase productivity in solving complex problems by applying information technologies and tools typically available on personal computers and smartphones.						
2. Educational outcomes (acquired knowledge):						
The student uses the acquired academic and professional knowledge and skills necessary for independent and team work on computers, and is able to apply, analyze and evaluate the learned concepts and technologies in the process of further independent learning in the field of modern information and communication technologies.						
3. Course content/structure:						
Theoretical teaching P-01: Number systems and codes, P-02: History of computing, P-03: Data, information, knowledge and entropy, P-04: Fundamentals of hardware, P-05: Types of software and their applications, P-06: Data organization, P-07: Blockchain technology, P-08: Databases, P-09: Computer networks, P-10: Java, P-11: Communication technologies, P-12: Electronic commerce, P-13: Data protection, P-14: HTML, P-15: XML Practical teaching Exercises, Other forms of teaching, Study research work V-01: Introduction, V-02: Configuration and administration of the operating system – Windows, V-03: Advanced use of word processors – Word, V-04: Advanced use of word processors – Word (continued), V-05: Advanced Spreadsheet Techniques – Excel, V-06: Advanced Spreadsheet Techniques – Excel (continued), V-07: Test: Windows+Word+Excel, V-08: Creating Presentations – PowerPoint, V-09: Internet + e-mail, V-10: Creating Internet Presentations, V-11: Creating Internet Presentations (continued 1), V-12: Creating Internet Presentations (continued 2), V-13: Test: PowerPoint + Internet, V-14: Comprehensive Test, V-15: Comprehensive Test						
4. Teaching methods:						
Classical Lectures. Auditory exercises and exercises in the computer room.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Yes	40.00	Written exam	Yes	60.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Rajaraman, V.	Introduction to Information Technology		PHI Learning Pvt. Ltd.	2018	
2	Jennifer H. Meadows, August Grant	Communication Technology Update and Fundamentals, 16th Edition		Routledge	2018	
3	Дејан Симић	Материјал у електронском облику, презентације са часова Lectures		ФОН, Београд	2020	
4	Дејан Симић	Основе информационо комуникационих технологија		ФОН, Београд	2011	
5	Дејан Симић	Збирка питања и задатака из основа информационо комуникационих технологија са решењима		ФОН, Београд	2011	

**Literature**

No:	Authors	Title	Publisher	Year
6	George W. Raynolds	Information Technology for Managers, Second Edition	Boston	2016
7	Douglas E. Comer	Internetworking with TCP/IP Volume 1: Principles, Protocols, and Architecture	Pearson Education	2013
8	R. Kelly Rainer Jr., Efraim Turban	Uvod u informacione sisteme (IT poglavlja)	Data Status	2009



Teaching subject		Mathematics 2				
Subject	01.Z00006					
Number of ECTS:	6					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Stojanović A. Milica Džamić Ž. Dušan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Presenting and explaining mathematical content related to differential calculus of functions of several variables and integral calculus of functions of one and several variables, which are intended for the engineer's profile.						
2. Educational outcomes (acquired knowledge):						
Students will use and apply differential calculus of functions of several variables and integral calculus of functions of one and several variables, which are among the basic tools for modeling organizational and technical systems.						
3. Course content/structure:						
Theoretical teaching 1. The concept of a function of several variables. Limit value and continuity. 2. Partial derivatives. Total differential. Differentiability. 3. Existence of an implicit function. 4. Elements of field theory. Derivative in a given direction and gradient. 5. Taylor's formula. 6. Necessary and sufficient conditions for an unconditional extremum. 7. Necessary and sufficient conditions for a conditional extremum. 8. Definite integral. 9. Indefinite integral. The relationship between a definite and an indefinite integral. 10. Methods of change and partial integration. 11. Integration of rational and some classes of irrational functions. 12. Applications of integral calculus. Improper integrals. 13. Double and triple integral. 14. Change of variables in double and triple integrals. 15. Infinite series. Power series Practical teaching 1.Examples of functions of several variables. 2. Partial derivatives. 3. Derivatives of implicitly given functions. 4. Derivative in direction and gradient. 5. Taylor's formula. 6. The problem of the unconditional extremum. 7. The problem of the conditional extremum. 8. Calculation of the definite integral. 9. Integration methods. 10. Integration of rational and some classes of irrational functions. 11. Applications of integral calculus. 12. Double and triple integrals. 13. Change of variables. 14. Testing the convergence of series. 15. Exam tasks.						
4. Teaching methods:						
The classic way using a whiteboard and computer presentations.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	20.00
Colloquiums		Yes	25.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	M. Стојановић, О. Михић	Математика 2		ФОН	2019	
2	В. Тодорчевић, Д. Џамић, Н. Младеновић, Н. Николић	Математика 2 – збирка задатака		ФОН	2016	
3	Д. Јованов, Р. Лазовић, Д. Ђорић	Математика 2, збирка задатака и примери колоквијума		ФОН	2009	
4	Д. Ђорић	Математика 2, решени примери са испита и колоквијума		ФОН	2014	



Teaching subject		Psychology				
Subject	01.Z00007					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Kovačević Z. Ivana Miladinović M. Slobodan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Defining theoretical and methodological principles of psychology, relevant for critically assessing human behavior in organizations and solving business problems in the domain of organizational behavior.						
2. Educational outcomes (acquired knowledge):						
The student will be able to critically evaluate human behavior in an organizational context, and to recognize and solve business problems of a psychological nature (in the domain of organizational behavior)						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>Psychology as an applied science and the psychological side of work. Personality, personality traits and measurement. Psychology of work: subject, goals, areas and methods of work psychology - job analysis. Professional orientation; the process of choosing a profession. The procedure and modern tendencies of professional selection; prediction of work behavior. Work adaptation: problems of adaptation and methods of technopsychophysiology of work. Work absenteeism, employee fluctuation and psychological aspects of injuries at work. Introduction to organizational psychology. Social and work groups. Personality and organization: types and problems. Management: concept, theories and psychological problems. Motivation for work: concept and theoretical interpretations, factors and motivation management. Communication in the organization: process, types, types, difficulties in the communication process. Stress in the organization: concept, stages, types, sources, consequences and management.</p> <p>Practical teaching</p> <p>Subject and tasks of psychology - workshop. Agreement on practical group work - experiments that changed psychology as a science. Job analysis - group workshop. Professional selection techniques - job interview: role-playing. Injuries at work: example analysis (group work). Preparation for the first colloquium - quiz. Social and work groups: case study. Problems of management and management theories: case study. Motivation for work: case study. Problems of communication in the organization: case study. Stress: individual differences in reactions to stressful events - discussion. Presentation of seminar papers.</p>						
4. Teaching methods:						
Lectures interactive teaching: solving a specific structured task (workshop), experiential learning using role-playing techniques, group discussion, case study, teamwork on the preparation of a seminar paper on an agreed topic.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	60.00	Oral exam	Yes	30.00
Seminars		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Михаиловић, Д.	Психологија рада и организације		ФОН, Београд	2010	



Teaching subject		Sociology				
Subject	01.Z00008					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Miladinović M. Slobodan Kovačević Z. Ivana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The student should be presented with basic knowledge of sociology, introduced to the main social categories and laws that are brought into the organizational context, and introduced to the main characteristics and peculiarities of our society so that he can use this knowledge in practice, i.e. to understand the social context of organizational phenomena and to understand the sociological way of thinking about them and to apply this in practice.						
2. Educational outcomes (acquired knowledge):						
Acquiring basic sociological knowledge with the ability to practically recognize social categories and apply them, as well as demonstrating a positive attitude towards the importance of lifelong learning in personal and professional development. This includes developing the ability to:						
<ul style="list-style-type: none"> - solve complex problems in non-standard conditions; - apply successful communication skills in interaction and cooperation with members of different social groups; - independently and responsibly manage complex projects related to knowledge of the social context in which one operates; - apply professional ethical standards in accordance with the applicable social context; - organize, control and train others for work; - improve existing practice in accordance with the given social context, through analysis and evaluation of various concepts, principles, models and practices. 						
3. Course content/structure:						
Theoretical teaching						
Introductory lesson, Sociology as a science, concept and subject of sociology; Group and organization; Bureaucratic organization; Social values; Social power; Social structure: classes and elites; Social-class structure of our society; Social mobility; Modern social systems: capitalism and socialism; Globalization of modern society; Society in transition; Scientific and technological development and society; Development of information and communication technologies and modern social changes; Ecology and society; Work, organized labor, economic democracy and participation						
Practical teaching						
Introductory lesson, Sociology as a science, concept and subject of sociology; Group and organization; Bureaucratic organization; Social values; Social power; Social structure: classes and elites; Social-class structure of our society; Social mobility; Modern social systems: capitalism and socialism; Globalization of modern society; Society in transition; Scientific and technological development and society; Development of information and communication technologies and contemporary social changes; Ecology and society; Work, organized labor, economic democracy and participation.						
4. Teaching methods:						
Frontal teaching with students, Group and individual seminar teaching, Mentoring work, Presentation of seminar papers. Project assignments in small groups.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	45.00
Colloquiums		Yes	40.00			
Seminars		Yes	5.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Миладиновић, Слободан	Основи социологије организације		Београд: ФОН	2014	
2	Giddens, Anthony	Sociologija		Beograd: Ekonomski Fakultet	2007	

**Literature**

No:	Authors	Title	Publisher	Year
3	Alexander, Jeffrey C; Thompson, Kenneth; Edles, Laura Desfor; Capous-Desyllas, Moshoula	A Contemporary Introduction to Sociology: Culture and Society in Transition	Routledge	2017



Teaching subject		Introduction to information systems			
Subject	01.IS0001				
Number of ECTS:	6				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Pantelić M. Ognjen Babarogić S. Slađan Luković S. Ivan				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
To introduce students to the basic terms and concepts in the field of information systems and the process of IS development. Students are introduced to the ways of using information in a company and how IS enables the improvement of quality, dynamics and competitiveness.					
2. Educational outcomes (acquired knowledge):					
Students will be able to describe the phenomenon of IS, the processes and stages of its development. The student can identify the types of modern IS and indicate their function in the business system. They will be able to analyze the processes and data of a simple IS.					
3. Course content/structure:					
Theoretical teaching Basic concepts in the field of information systems. Information system architecture. IS development models. System analysis. Data modeling. Standardization in software engineering. CASE tools. Implementation. Use and maintenance of IS. Analytical processing - IS for decision support. Artificial intelligence and Expert IS. Fundamentals of e-business. IS security and control. Ethical, social and global aspects of IS. Exam preparation. Practical teaching Structural system analysis. Structural system analysis - examples. Structure and content of the data dictionary. Fundamentals of data modeling. Examples of designing relational databases. More complex examples of designing relational databases. Examples of translating PMOV into a relational model. Introduction to Access. Creating tables. Examples of SQL - query language. Working with forms. Creating reports. Preparing for tests.					
4. Teaching methods:					
Lectures accompanied by appropriate electronic presentations. Exercises based on illustrative and real examples, through interactive work with students.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Практични испит		Yes	12.00	Written exam	
Тестови		Yes	28.00	Yes	60.00
Literature					
No:	Authors	Title		Publisher	Year
1	Rainer, Turban	Увод у информационе системе		Data Status	2009
2	Пантелић О.	Материјали у е-форми са сајта is.fon.bg.ac.rs		ФОН	2020
3	Огњен Пантелић	Скрипта Access		ФОН	2007
4	Vladimir Zwass	Foundations of information systems		McGraw-Hill	1998
5	Огњен Пантелић, Ана Пајић Симовић	Збирка задатака из пословних информационих система		ИСБН 978-86-7680-355-2	2019




Teaching subject		English in Management 1				
Subject	01.ZI0001					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Anđelković S. Jelena					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to improve knowledge of the English language specific to the scientific and professional field of management and organization and language skills of oral and written communication and interaction, with a special emphasis on skills in conducting business conversations, oral presentations and skills in writing short texts on various business topics specific to the management context.						
2. Educational outcomes (acquired knowledge):						
The aim of the course is to improve knowledge of the English language specific to the scientific and professional field of management and organization and language skills of oral and written communication and interaction, with a special emphasis on skills in conducting business conversations, oral presentations and skills in writing short texts on various business topics specific to the management context.						
3. Course content/structure:						
Theoretical teaching P01: Globalization: reading and vocabulary; P02: History and the Present of Business: reading and vocabulary; P03: Starting up and Growing a Business: reading and vocabulary; P04: Organization: reading and vocabulary; P05: Management Styles and Qualities: reading and vocabulary; P06: A Brief History of PCs: reading and vocabulary; P07: The Use of ICT in Business: reading and vocabulary; P08: Mid-term revision; P09: On the Way to Work: reading and vocabulary; P10: Job Hunting: CV and cover letter; P11: On the Job: reading and vocabulary; P12: Business Correspondence 1: business letter types; P13: Meetings and Negotiations: reading and vocabulary; P14: Business Correspondence 2: memos, agendas, minutes; P15: Revision.						
Practical teaching V01: Globalization: vocabulary practice; present tenses; V02: History and the Present of Business: vocabulary practice; past tenses; V03: Starting up and Growing a Business: vocabulary practice; future tenses; V04: Organization: vocabulary practice; modal verbs; V05: Management Styles and Qualities vocabulary practice; conditionals; V06: A Brief History of PCs: vocabulary practice; reported speech; V07: The Use of ICT in Business: vocabulary practice; passive; V08: Mid-term grammar revision; V09: On the Way to Work: vocabulary practice; motivation/recommendation letter; V10: Job hunting: vocabulary practice; cover letter V11: On the Job: vocabulary practice; infinitive and gerund; V12: Business Correspondence 1: inquiry and complaint letter; V13: Meetings and Negotiations: negotiating a business deal; V14: Business Correspondence 2: memos, agendas and minutes; V15: Exam practice.						
4. Teaching methods:						
Communicative approach and interactive teaching: group discussions, working in pairs and small groups, solving mini case studies, presentations, using audio and video materials, writing short texts.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	50.00
Colloquiums		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Јакић, Г., Анђелковић, Ј., Новковић, М.	Organize Your English		Факултет организационих наука, Универзитет у Београду	2016	
2	Mascull, B.	Business Vocabulary in Use – Intermediate		Cambridge University Press, Cambridge	2002	
3	Murphy, R.	English Grammar in Use		Cambridge University Press, Cambridge	2007	
4	Parkinson, D., Noble, J. (eds.)	Oxford Business English Dictionary		Oxford University Press, Oxford	2012	
5	-	Презентације и додатни материјали са Lectures и вежби			2020	



Teaching subject		French in Management 1			
Subjecst	01.ZI0002				
Number of ECTS:	6				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Andelković S. Jelena				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites None					
Conditions: Б1 ниво француског језика (по ЗЕПОЈ-у)					
1. Educational goal:					
Mastering the basics of French business language; developing language skills and communicative competence in French in various situations of interactive communication, which the student will encounter in the context of his/her future professional activities, primarily in the world of business (both in his/her own country and abroad); getting acquainted with French business ethics, adopting management vocabulary, i.e. developing the ability to use literature from scientific fields of the profession; preparation for the DFA 1 (Diplôme de Français des affaires, 1st level) of the French Chamber of Commerce. The aim is to use an integrated method of teaching language and culture, i.e. civilization.					
2. Educational outcomes (acquired knowledge):					
Students have acquired basic skills in French business language through familiarization with the world of business and entrepreneurship. They have adopted the basics of French business language and professional terminology in the field of management and organization, they have renewed and improved their knowledge of French grammar. They are able to read simpler professional texts in French. They are able to hold a conversation and exchange emails with Francophone business partners.					
3. Course content/structure:					
Theoretical teaching P-01: Economic actors: different types of travailleurs, une journée de travail. P-02: Diversité des entreprises, rôle de l'entreprise.P-03: Services bancaires; lettre commerciale.P-04: Droits du consommateur; types de revenus; reclamation. P-05: Rôle de l'Etat; Forum d'Internet. P-06: Profil du créateur d'entreprise, son parcours.P-07: Recherche de capitals, moyens de financementsP-08: Lieu d'implantation, louer un local; écrire efficacement.P-09: Choix de société, découvrir, comparer.P-10: Formalités de création d'une entreprise; e-mail. P-11: Ressources humaines: contrat de travail; lettre d'engagement.P-12: Profile de manager; consulter une offre d'emploi. P-13: Methods of organization of work, cultures of enterprises. Practical teaching: Exercises and Other forms of teaching B-01: Interrogation directe, diverses manieres de poser une question. B-02: Article indefini des, préposition de; jeu de rôles.B-03: Pronoms compléments le, la lui, pronoms relatifs simples.B-04: Pronoms relatifs simples, mots de liaison. B-05: Forme passive.Bilan de compétences.B-06: Passé composé / imparfait.B-07: Articles définis, indéfinis, partitifs.B-08: Indicators de temps; rédaction du courriel. Knowledge check. B-09: Pronoms y et en; jeu de rôles.B-10: Orthographe de certains verbes au présent; contenu d'un e-mail.Bilan de compétences.B-11: Pronoms relatifs composés.B-12: Hypothese; e-mail.B-13: Future simple; futur antérieur; discussion.B-14: Pronoms et adjectives indéfinis; jeu de rôles.B-15: Formation du subjonctif; jeu de rôles. Bilan de compétences.					
4. Teaching methods:					
The teaching is particularly interactive and communicative, using audio/video/web materials. Students are encouraged to participate in group discussions and various exercises, some of which test their management skills. They participate in simulating real-life situations in a company and solving small case studies. Written communication is practiced through composing business emails, presentations, and the like.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
		Required		Required	Point
Lecture activity		Yes	10.00	Written exam	20.00
Colloquiums		Yes	40.00	Oral exam	10.00
Seminars		Yes	20.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Penfornis, J.-L.	Affaires.com. Français professionnel, 3e éd. (niveau avancé B2-C1) Paris		CLE International, Paris	2012
2	Penfornis, J.-L.	Affaires.com, Cahier d'activités, 3e éd		Paris, CLE International	2012
3	Penfornis, J.-L.	Communication progressive du français des affaires (niveau intermédiaire)		Paris, CLE International	2004

**Literature**

No:	Authors	Title	Publisher	Year
4	Cakeljic, V.	Lexique des affaires. Ključne reči menadžmenta i informatike: francuski–engleski–srpski	Beograd, FON	2013
5	Cakeljic, V.	Management.com, Francuski jezik u poslovanju: izrazi, situacije, leksika	Beograd, Prosveta	2008



Teaching subject		Probability theory			
Subject	01.Z00010				
Number of ECTS:	6				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Đoković M. Aleksandar Ignjatović P. Marina				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Acquiring basic knowledge of probability theory and training in the application of that knowledge in solving practical problems.					
2. Educational outcomes (acquired knowledge):					
Studying probability theory equips students to solve concrete problems and provides a foundation for understanding methods and models of statistical analysis.					
3. Course content/structure:					
P01: Random events, properties. Operations and relations with random events. Probability (definitions). P02: Conditional probability, properties. Total probability formula, Bayes' formula. P03: One-dimensional random variables of discontinuous type. P04: One-dimensional random variables of continuous type. P05: Parameters of a random variable. Generatrix function. Chebyshev's theorem. P06: Models of discontinuous distributions. P07: Models of continuous distributions. P08: Limit theorems in probability. P09: Two-dimensional random variables of discontinuous type. P10: Two-dimensional random variables of continuous type. P11: Moments of two-dimensional distributions. P12: Marginal distributions. Conditional distributions. P13: Regression analysis. P14: Two-dimensional normal distribution. P15: Distributions of some functions of random variables. Practical teaching V01: Combinatorics. V02: Random events. V03: Probability. Conditional probability. V04: Total probability, Bayes' formula. V05: One-dimensional random variables of discontinuous type. V06: One-dimensional random variables of continuous type. V07: Parameters of random variables. V08: Models of discontinuous distributions. V09: Models of continuous distributions. V10: Two-dimensional random variables of discontinuous type. V11: Two-dimensional random variables of continuous type. V12: Marginal distributions. Conditional distributions. V13: Regression analysis. V14: Two-dimensional normal distribution. V15: Distributions of some functions of random variables.					
4. Teaching methods:					
The classic way, using a blackboard and a computer.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Colloquiums		Да	40.00	Oral exam	60.00
Literature					
No:	Authors	Title		Publisher	Year
1	Вуковић Н.	Основе вероватноће		ФОН, Београд	2012
2	Булајић М., Вукмировић Д., Радојичић З., Ђоковић А., Тотић С., Доброта М.	Теорија вероватноће збирка задатака		ФОН, Београд	2015




Teaching subject		Accounting				
Subject	01.Z00011					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Knežević P. Snežana Dmitrović M. Veljko					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced knowledge of accounting concepts and policies in order to first understand, and then to observe, the principles of recording the movement of funds and sources of funds of a company, the occurrence and inclusion of the realization of income and expenses, and the determination of financial results and cash flow.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able, based on the acquired advanced professional knowledge, to: Perform analysis, synthesis and prediction of solutions and consequences of accounting transactions; Possesses skills and has developed dexterity in monitoring accounting operations, i.e. knows how to apply accounting principles, procedures and concepts of recording accounting transactions, preparing financial statements, relying on modern software solutions present in modern accounting practice.						
3. Course content/structure:						
Theoretical teaching The concept and content of accounting. Accounting information system in a modern environment. Approach to double-entry bookkeeping. Accounting records. Accounting coverage of acquisition of funds. Accounting coverage of costs and expenses. Accounting coverage of income. Pre-closing entries and book closing. Methods of calculating periodic results. Distribution of periodic results and loss coverage. Accounting management.						
Practical teaching: Exercises, Other forms of teaching, study research work Coverage of acquisition and investment of financial resources. Coverage of investments in materials, small inventory and packaging. Coverage of procurement of goods. Coverage of costs of materials, costs of small inventory and packaging and costs of wages. Coverage of the purchase value of goods sold. Including financial and other expenses. Accrual of expenses. Including income of a manufacturing and trading company. Accrual of income. Correction of balance sheet balances. Development of active-passive accounts. Expenditure and sale of fixed assets. Preparation of a closing sheet. Preparation of financial statements. Application of Excel in accounting.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, and workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Да	30.00	Written exam	Да	40.00
				Oral exam	Да	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Robert Libby, Patricia Libby and Frank Hodge	Financial Accounting		McGraw-Hill Education	2019	
2	Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield	Intermediate accounting		John Wiley & Sons, Inc	2019	
3	Жаркић Јоксимовић Невенка, Богојевић Арсић Весна, Вељко Дмитровић	Рачуноводство		Факултет организационих наука, Београд	2020	

**Literature**

No:	Authors	Title	Publisher	Year
4	Жаркић Јоксимовић Невенка, Богојевић Арсид Весна, Бенковић Слађана, Шикањић Бранко	Збирка задатака из рачуноводства	Факултет организационих наука, Београд	2010

	
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Teaching subject		Marketing				
Subject	01.Z00012					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Kostić-Stanković M. Milica Janičić R. Radmila Štavljanin B. Velimir					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
To introduce students to marketing concepts, factors that influence value creation, creating value for customers, ensuring availability and building value for customers, and communicating and promoting value. To introduce students to digital marketing, marketing management, and marketing in a global environment.						
2. Educational outcomes (acquired knowledge):						
Advanced academic and professional knowledge in the field of market analysis, segmentation, target market selection and value positioning. Problem solving in defining product mix and determining sales price, defining distribution and sales mix and developing marketing communication and promotion. Leading complex projects in the field of planning, organizing and controlling marketing activities. Analyzing the global environment and defining marketing strategy in the international market.						
3. Course content/structure:						
Theoretical teaching Conceptual aspects of marketing. Development of the marketing concept. Modern marketing concept. Marketing environment - linking supply and demand. Market as a development potential of marketing activities. Basic market factors in shaping the marketing offer. Structural types of markets. Target marketing. Analysis of the market environment. Relations between companies and the market. Marketing research system. Shaping value for customers. Product. Selling price. Availability and value addition. Distribution and sales mix. Communication and promotion of value. Marketing communication and promotion. Marketing communication instruments. Digital marketing. Marketing process in value creation. Marketing management. Marketing planning. Marketing organization. Control of marketing activities. Marketing in a global environment.						
Practical teaching Market analysis, application of external and internal analysis methods. Market segmentation, development of target segment profiles and product positioning. Development of a marketing research plan. Determination of product characteristics. Product life cycle. Methods for determining sales prices. Development of distribution and sales strategies. Designing marketing communication activities. Analysis of various promotional campaigns. Marketing activities for example services. Development of a marketing plan. Development of digital marketing channels. Development of marketing tools for a selected international environment.						
4. Teaching methods:						
Lectures illustrated with multimedia aids, interactive discussion, work in small groups, solving and presenting practical examples, role play, independent student research and work through learning.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Colloquiums	Yes	25.00
Practical teaching		Yes	25.00	Oral exam	Yes	40.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Kostić-Stanković M, Filipović V, Štavljanin V	Marketing		FON, Beograd	2017	
2	Kotler, P. T., Keller, K. L	Marketing Management (17th Edition)		London: Pearson Education Limited	2017	

Teaching subject		Quality basics				
Subject	01.Z00013					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Filipović V. Jovan Đurić B. Mladen					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
To enable students to master the basic concepts and terminology of quality, in order to create a foundation for building upon through future courses.						
2. Educational outcomes (acquired knowledge):						
The ability of students to: a) understand basic concepts in the field of quality management and standardized management systems b) understand the context of current and future application - opportunities and limitations in the application of basic concepts. c) master the terminology in the field of quality management and standardized management systems. d) apply the acquired knowledge in mastering future subjects.						
3. Course content/structure:						
Theoretical teaching Stakeholders and interested parties; Basic concepts in quality management; Strategic view of quality management; Overview of the history of quality; Main philosophical directions in quality management; "Geography" of quality management – approaches in Japan, USA and Great Britain; Improving process quality (incremental improvements, leapfrog improvements); The quality function and its relationship with other functions in the organization; Conformity assessment and quality costs; Principles of total quality management (TQM); Quality as the basis for business standardization; Integrated management system						
Practical teaching Presentation of goals and methods of work in exercises. Presentation of goals, methods of work and expected results from the project task Workshop 1: Stakeholders and interested parties; Workshop 2: Kano model; Workshop 3: Deming concepts; Workshop 4: Quality trilogy; Workshop 5: Basic concepts of quality management systems; Workshop 6: Dimensions of quality; Workshop 7: Costs of quality; Workshop 8: Process approach; Workshop 9: Relationship between quality and other functions in the organization; Workshop 10: Case study; Workshop 11: Presentation of project works.						
4. Teaching methods:						
Lectures, exercises, case study analysis, analysis of application of models and standards						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	25.00	Written exam	Yes	50.00
Проектни/Seminar paper		Yes	25.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Филиповић, Ј. и Ђурић, М.	Основе квалитета		ФОН, Београд	2009	
2	L.D. Goetsch, L., D., & S.B. Davis	Quality Management for Organizational Excellence (7th. ed.)		New Jersey: Pearson	2016	
3	J.R. Evans & W.M. Lindsay	Managing for Quality and Performance Excellence (11th ed.)		Cengage Learning, Inc.	2020	




Teaching subject		Human resources management				
Subject	01.Z00014					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Ivanović R. Tatjana Anđelković Labrović Z. Jelena					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring advanced knowledge of human resource management theories, principles, and activities so that students can understand the complexity and specificities of human resource management, as well as equipping students with the ability to critically analyze and evaluate various human resource management activities in a modern work environment.						
2. Educational outcomes (acquired knowledge):						
Students are able to recognize and explain theoretical concepts of human resource management, to recognize the possibilities of practical application and the importance of effective implementation of human resource management activities for successful business. Students are able to apply the acquired knowledge and skills necessary for further development and improvement in the field of human resource management (in a practical or scientific-research sense), effectively solve problems related to human resource management and improve communication, presentation and teamwork skills.						
3. Course content/structure:						
Theoretical teaching Introduction to the subject: basic concepts and tasks in the field of human resources management; Coordination of personnel activities; Ensuring equal employment opportunities; Employee health and safety; Job and task design; Job and task analysis; Human resources planning and recruitment; Human resources selection; Employee orientation and training; Employee development and career planning; Employee evaluation; Compensation and benefits; Human resources research and personnel information system; Electronic human resources management; Unions and collective bargaining; The future of human resources management.						
Practical teaching Introduction to the subject; Tasks in the field of human resources management; Different generations in the work environment; Employee motivation; Discrimination in the work environment; Abuse at work; Stress and burnout; Analysis and design of jobs and work tasks; Human resource planning; Review exercises; Methods of recruitment and selection of human resources; Writing a CV for a job; Orientation, training and development of employees; Career planning; Employee evaluation; Compensation: Salaries and awards; Compensation: Benefits; Review exercises.						
4. Teaching methods:						
Lectures, exercises, interactive teaching: workshops, exchange of ideas and knowledge through group discussion, learning by example through case studies, mentoring and teamwork on the preparation of seminar papers on an agreed topic, presentation method.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity in practical classes		Yes	5.00	Oral exam	Yes	40.00
Colloquiums		Yes	40.00			
Seminar paper		Yes	15.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Р. Орлић, Т. Ивановић	Менаџмент људских ресурса		ФОН, Београд	2019	



Teaching subject		Business Economics and Planning				
Subjecst	01.Z00015					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Ilić J. Bojan Milić M. Tanja Backović M. Nemanja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring knowledge and skills in the field of business economics and business planning relevant to modern management.						
2. Educational outcomes (acquired knowledge):						
Mastering theoretical approaches, methods and models in the field of business economics and business planning and the ability to apply them in practice.						
3. Course content/structure:						
Theoretical teaching The concept and essence of business economics; defining and understanding the enterprise - economic aspects; changes related to modern business; size and growth of business; enterprise "without borders". The concept, types and analysis of costs; cost functions; cost dynamics; cost elasticity; opportunity costs; newer categories of costs in business economics. Revenue and profit; revenue categories and revenue behavior; current approaches to profit generation; incremental profit. Prices and business success of the enterprise; price and non-price factors of competitiveness; pricing strategies. Assessment of business efficiency; efficiency indicators; economies of scale and economies of variety. Measuring profitability; new approaches to measuring business performance; balanced scorecard; application of benchmarking methods. Economic aspects of business networking; enterprise information resources and information costs; network economics. Business planning process; approaches to planning; strategic and operational planning; stakeholder analysis. Determining strategic and operational goals, developing and implementing appropriate plans. Business planning process models; alternative strategies; creating competitive advantages. Information systems for business planning. Application of modern business planning methods and techniques related to environmental analysis. Business planning methods and techniques related to developing and implementing a business plan. Change planning, culture and business planning. Practical aspects of developing a business plan for a new business venture. Practical teaching Exercises follow the content and structure of Lectures and include: analysis of practical cases, application of methods for calculating categories from business economics, application of business efficiency indicators, application of new approaches to measuring business performance, business strategy planning, development of a business plan, creative workshops.						
4. Teaching methods:						
Lectures with student participation in interactive teaching, presentation of practical examples, case studies, creative workshops, exercises in solving specific management problems, consultations in the process of preparing seminar papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	70.00
Seminars		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Милићевић В., Илић Б.	Економика пословања		Факултет организационих наука, Универзитет у Београду, Београд	2014	
2	Милићевић В.	Стратегијско пословно планирање – менаџмент приступ		Факултет организационих наука, Универзитет у Београду, Београд	2014	



Teaching subject		Statistics				
Subject	01.Z00016					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Radojičić A. Zoran Jeremić M. Veljko Maričić M. Milica Milenković Nemanja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introduction to basic methods of statistical analysis and training in the application of these methods in solving practical problems.						
2. Educational outcomes (acquired knowledge):						
The content of this course equips students to model and solve practical problems using statistical analysis methods.						
3. Course content/structure:						
Theoretical teaching P01: Descriptive statistics. P02: Descriptive statistics (continued). P03: Statistical inference, population, sample. P04: Statistics and their distributions. P05: Evaluation theory, criteria for selecting grades. P06: Maximum likelihood method. P07: Confidence intervals. P08: Hypothesis testing, parametric tests. P09: Parametric tests (continued). P10: Analysis of variance. P11: Nonparametric tests. P12: Nonparametric tests (continued). P13: Regression models. P14: Least squares method. P15: Testing hypotheses about the parameters of a regression model. Practical teaching V01: Descriptive statistics. V02: Descriptive statistics (continued). V03: Statistical inference, population, sample. V04: Statistics and their distributions. V05: Rating theory, criteria for choosing ratings. V06: Maximum likelihood method. V07: Confidence intervals. V08: Hypothesis testing, parametric tests. V09: Parametric tests (continued). V10: Analysis of variance. V11: Nonparametric tests. V12: Nonparametric tests (continued). V13: Regression models. V14: Least squares method. V15: Testing hypotheses about the parameters of a regression model.						
4. Teaching methods:						
The classic way, using a blackboard and a computer.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	40.00	Oral exam	Yes	60.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Вуковић Н., Булајић М.	Основе статистике		Факултет организационих наука, Београд	2014	
2	Булајић, М., Вукмировић, Д., Радојичић, З., Јерemiћ, В., Ђоковић, А., Комарчевић, С., Доброта, М., Миленковић, Н., Маричић, М.	Збирка решених задатака из Статистике		Факултет организационих наука, Београд	2017	

Teaching subject	Process engineering
Subject 01.Z00017	
Number of ECTS: 5	
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject
UNO subjects	
Teachers:	Slović R. Dragoslav Simeunović P. Barbara Stojanović D. Dragana Tomašević B. Ivan

Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00

Course prerequisites	None
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Conditions: None.

1. Educational goal:
Introducing students to the basic concepts of the process approach and process engineering in manufacturing and service business systems. Students will learn how to identify, map, document, measure and improve business and work processes, using specific engineering and management methods.

2. Educational outcomes (acquired knowledge):
By studying the subject, students acquire advanced academic and professional knowledge that enables critical understanding and application of the process approach, as well as skills for independent and team work to solve complex problems of design (identification and classification, mapping, documentation), setup, and improvement of processes in business systems.

3. Course content/structure:
Theoretical teaching: Process engineering – subject, procedure, instruments, goals. Concept, importance and development of the process approach. Design, setting up, managing and improving processes. Types of processes. Processes and organizational structure. Basic, supporting and management processes. Processes as a basis for designing information systems. Universal technology of the process approach. Designing process architecture. Process planning. Process selection and ranking. Process specification (mapping, documentation, hierarchical decomposition, creation of process ID cards). Process review and improvement. Selection of process improvement methodology. Continuous improvement, redesign and reengineering of processes. IT support for process engineering.
Practical teaching: Concept and structure of processes. Designing the value chain of a business system. Selecting processes for improvement. Mapping of process activities and resources. Process analysis from the perspective of process efficiency, costs, quality and frustration. Qualitative process analysis (identification of non-value-added activities, root cause analysis of problems) and identification of problem areas. Formulation of proposals for process improvement. Design of the new state of the process. Assessment of the effects of improvement, preparation and deployment of the improved process.

4. Teaching methods:
monologue method, conversation method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks received, consultations in developing a project assignment and independent student work through learning and developing a project assignment.

Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	20.00			
Project assignment		Yes	40.00			

Literature				
No:	Authors	Title	Publisher	Year
1	Радовић М., Томашевић И., Стојановић Д., Симеуновић Б.	Инжењеринг процеса	ФОН, Београд	2012
2	Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A.	Fundamentals of business process management	Heidelberg: Springer	2018
3	Madison D.	Process Mapping, Process improvement and Process Management – A Practical Guide to Enhancing Work and Information Flow	Paton Press LCC, Chico, California	2005

**Literature**

No:	Authors	Title	Publisher	Year
4	Slack, N., & Brandon-Jones, A.	Operations and process management: principles and practice for strategic impact	Pearson, UK	2018



Teaching subject		Technology and Development Management				
Subjecst	01.Z00018					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Marinković P. Sanja Petković G. Jasna					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Development of academic and professional knowledge and skills in the functional area of technology management and development in the enterprise. Technology, an external force and internal strength of the enterprise, is seen in the management approach as a strategic factor in the competitiveness of enterprises, industries and the economy as a whole. The program includes methods, techniques and models to support strategic and operational technology management in the enterprise. Students are trained to apply knowledge to solve specific issues of predicting, planning, organizing and managing the dynamics of changes in technology, technological systems, processes and operations in practice.						
2. Educational outcomes (acquired knowledge):						
The student possesses academic and professional knowledge in the field of technology management and technological development in the enterprise. The student is able to solve specific issues of predicting, planning, organizing and managing the dynamics of changes in technology, technological systems, processes and operations in practice. He applies the skills of agile management of technological development and rapid response to changes in the environment. He analyzes technologies that can be introduced into the enterprise and is able to choose a technological alternative that contributes to business improvement. He defines indicators of technological progress and analyzes and monitors technological progress in the enterprise.						
3. Course content/structure:						
Theoretical teaching Technology management; Technology and organization; ICT and business development; Strategic technology management; Support for strategic technology management; Technological innovations; Operational technology management; Support for operational technology management; Components of processes and operations; Technology transfer; Fundamentals of technological entrepreneurship, Globalization and technological cooperation; Global technological strategies, Technology management and sustainable development. Practical teaching Analysis of application examples and solving tasks using various methods in the field of technology management and development: Technological forecasting: Delphi, PATTERN, Brainstorming; Agile technology management, Technology performance indicators in the enterprise: Technological progress indicators (TP), Types of TP, TP rate, Objectives matrix; Methods of evaluation and selection of technology: Ranking method, AHP method, Methods for supporting technological innovations in the enterprise; Solving tasks using software, Application of methods in domestic enterprises; Creative workshops; Presentations of seminar papers and project tasks.						
4. Teaching methods:						
Lectures, interactive teaching: workshops, exchange of ideas and knowledge through group discussion, learning from examples through case studies, mentoring and teamwork; Training students to apply technology management methods and techniques in companies; Solving tasks with active student participation; Involving students in research work through the preparation of seminar papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	40.00	Written exam - test	Yes	40.00
				Written exam - theory	Yes	20.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Леви-Јакшић, М.	Менаџмент технологије и развоја		Београд: Чигоја штампа	2010	
2	Леви-Јакшић, М., Маринковић, С., & Петковић, Ј.	Менаџмент иновација и технолошког развоја		Београд: ФОН	2015	
3	Burgelman, R., Christensen, C. M., & Wheelwright, S. C.	Strategic Management of Technology and Innovation		Mc Graw Hill	2008	



Literature				
No:	Authors	Title	Publisher	Year
4	Cetindamar, D., Phaal, R., & Probert, D.	Technology Management – Activities and Tools	Palgrave Macmillan	2010
5	Harrison, N., & Samson, D.	Technology Management - Text and International Cases	Mc Graw Hill	2002



Teaching subject		Основе операционог менаџмента				
Subjecst	01.Z00019					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Lečić Cvetković M. Danica Antić R. Slobodan Đorđević Milutinović S. Lena Cvetić V. Biljana Danilović D. Miloš Rakićević M. Zoran					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring advanced academic and professional knowledge about the concept, domain and content of operations management, its importance in modern business and the digitalized environment, as well as preparation and training for the application of modern concepts, models and methods of operations management in a real organizational and business system.						
2. Educational outcomes (acquired knowledge):						
After completing the learning process, students will be able to define and discuss the key elements of operational strategy in an argumentative manner, as well as apply selected concepts and methods of operational management in solving problems related to production programming, product development, resource planning, capacity planning and balancing, and inventory and quality management.						
3. Course content/structure:						
Theoretical teaching P-01: Introductory notes on the subject and method of work; P-02: Concept, importance and development of operations management; P-03: Demand forecasting and production programming; P-04: Designing product-service packages; P-05: Resource and capacity planning: concept and importance; P-06: Product and process quality; P-07: Logistics and supply chains; P-08: Material flow and inventory management; P-09: Lean management concept; P-10: Quantitative models in operations management; P-11: Information technologies and digitalization in operations management; P-12: Big data analytics in operations management; P-13: Computer-integrated and flexible production.						
Practical teaching V-01: Operational strategy in a global environment; V-02: Make or buy analysis; V-03: Demand forecasting methods; V-04: Facility location and layout; V-05: Capacity and capacity utilization calculation; V-06: TQM (Total Quality Management) concept, TQM tools; V-07: Logistics process and flow planning; V-08: Waste identification and just-in-time supply methods; V-09: Operational and lean management: presentation and analysis of selected case studies; V-10: Fundamentals of aggregate planning; V-11: Operational management and business intelligence; V-12: Software support for operational management, part 1/2; V-13: Software support for operational management, part 2/2.						
4. Teaching methods:						
Lectures ex cathedra, interactive and Auditory exercises (creative workshops and case studies) and practical (laboratory) exercises.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	40.00
Colloquiums		Yes	30.00			
Practical teaching		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Омербеговић-Бјеловић Ј. и др.	Основе операционог менаџмента		ФОН, Београд	2010	

**Literature**

No:	Authors	Title	Publisher	Year
2	Хејзер Ц., Рендер Б.	Операциони менаџмент (превод са енглеског језика)	Центар за Publishерку делатност Економског факултета, Београд	2011
3	Васиљевић, Д., Цветић, Б., Даниловић, М.	Менаџмент логистике и ланаца снабдевања, друго допуњено и проширено издање	ФОН, Београд	2018
4	Васиљевић Д., Словић Д.	Каизен – јапанска парадигма пословне изврности	ФОН, Београд	2015
5	Лечић-Цветковић, Д., Атанасов, Н.	Управљање производњом и пружањем услуга	ФОН, Београд	2015
6	Илић О.	Рачунарски интегрисана производња	ФОН, Београд	2015
7	Reid D.R, Sanders N.R.	Operations Management: An Integrated Approach, 6th Edition	Wiley	2016
8	Slack, N., Brandon-Jones, A., Johnston, R. and Betts, A.	Operations and Process Management: Principles and Practice for Strategic Impact, 4th edition	Pearson, Harlow, UK	2015



Teaching subject		Standardization			
Subject	01.Z00020				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Mijatović S. Ivana Kićanović Ž. Ana				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Acquiring advanced academic knowledge in the field of standardization, at the level of understanding the importance and impact that standardization and the application of standards have on various markets and modern business.					
2. Educational outcomes (acquired knowledge):					
Activation is the ability to actively use (apply) standardization concepts, participate in standardization processes and understand its importance and impact in different markets and in modern business. An active learner is able to: determine the need for standards, search for and select an appropriate standard, apply certain standards in the context of business, understand the impact of standard application, determine the need for inclusion in the standardization process, select an appropriate organization for standardization, participate passively (as an observer) or actively (as a participant) in standardization processes, decide which form of standardization is appropriate in the context of the organization and apply methods for evaluating the effects of standard application.					
3. Course content/structure:					
Theoretical teaching P1. The importance of standards and standardization in modern business. The concept of standardization and standards. The relationship between standardization and globalization P2. Users of standards. General goals, roles and space of standardization. P3. The relationship between standardization and markets. Mechanisms that enable the success of standards in the market. Competition of standards, dominant design, installed base, lock-in phenomenon and bandwagoning phenomenon. P 4. Types of standardization and classification of standards. P 5. The importance and effects of applying standards. Economic effects of applying standards that solve the problem of: compatibility, interoperability and establishing interfaces; minimum requirements for quality or safety; the existence of excessive differences; information or measurement. P6. History of standardization. P7. Voluntary standardization based on consensus. International, regional and national standardization. Formal organizations for standardization. P8. European standardization system. Standardization in Serbia. P 9. Basics of the US standardization system. Basics of the Russian Federation standardization system. Basics of the PRC standardization system. P10. Consortia based standardization. Standardization in professional and/or industrial associations, business associations, consortia and forums. Effects of Consortia based standards on the market. P11 Standardization at the organizational level. Model for the development of internal standards. P12. Standardization in management. Roots of formalization and standardization in management. Standardized management systems. P13. Standardization policies. The role of standards and standardization in market regulation. P14. The relationship between standards and law. Ways in which standards can be referenced in regulations. P15. Standardization and technology transfer. The paradox of standardization and innovation.					
Practical teaching V1. Seminar paper and homework requirements V 2. Case study: Users of standards. V3. Classification of standards and standardization - examples. V4. Case study: Standards and the market. V5, V6, and V7 Identification of the effects of implementing standards in business using the ISO method V8. Voluntary standardization based on consensus - development of standards. V9. Interactive workshop: Work of the standards committee V10. Development of standards within business associations, consortia and forums - interactive workshop. V11. Case study: Sectoral standardization. V 12. Model for developing internal standards. V13. and V15. Standardized management systems. V15. Product standards					
4. Teaching methods:					
Lectures and exercises use active learning methods based on real-world problems and case studies that have been specially developed for this subject and are internationally recognized. Lectures and exercises are conducted with active student participation through class discussions, interactive workshops, work on case study solutions in teams, and independent research..					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations	Required	Point	Final exam	Required	Point
Activity during class	Yes	10.00	Oral exam	Yes	40.00
Homework	Yes	10.00			
Project development and presentation	Yes	20.00			
Colloquiums	Yes	20.00			

**Literature**

No:	Authors	Title	Publisher	Year
1	Мијатовић И.	Стандардизација 1	Факултет организационих наука	2019
2	Mijatović I	Nastavni materijali iz Standardizacije u elektronskom obliku (tekstovi, studije slučaja, interaktivne radionice, domaći zadaci i forumi)	http://e-learn.fon.bg.ac.rs/course/	2020
3	Murphy CN, Yates JA	The International Organization for Standardization (ISO) : global governance through voluntary consensus	Taylor & Francis	2009
4	Hesser W, Feilzer A, de Vries H	Standardization in Companies and Markets	Helmut Schmidt University Hamburg	2007
5	Abdelkafi, N. Bolla, R., Lanting, C.J.M., Rodriguez-Ascaso, A., Thuns M., Wetterwald M	Understanding ICT Standardization: Principles and Practice	ETSI	2018
6	Mingshun, S.	Standardization Fundamentals	Standards Press of China	2019



Teaching subject		Operations Research 1					
Subject	01.000001						
Number of ECTS:	6						
Program(s) in which it is performed		IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Compulsory subject					
UNO subjects							
Teachers:		Kuzmanović S. Marija Savić I. Gordana Martić M. Milan					
Number of hours of active teaching (weekly)							
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00		2.00	0.00	0.00	0.00		
Course prerequisites							
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити	
1,	Z00002	Mathematics 1			Yes	Yes	
2,	Z00006	Mathematics 2			Yes	Yes	
Conditions:							
1. Educational goal:							
The goal of this course is to train students in mathematical modeling of business and organizational systems and solving practical linear programming problems by applying optimization methods using modern software tools.							
2. Educational outcomes (acquired knowledge):							
After passing the exam, students will be able to							
1. understand the field of application of operations research,							
2. recognize optimization problems, define and formulate appropriate mathematical models,							
3. select and apply exact and approximate methods for solving optimization problems,							
4. use software for solving optimization problems,							
5. analyze results and create reports with recommendations understandable to decision makers.							
6. think analytically and critically and work in a team.							
3. Course content/structure:							
Theoretical teaching: Introduction to operations research (OR) and mathematical programming: OR methodology, mathematical model, feasible solution, optimal solution, local and global optimum. Linear programming (LP) and its properties. Geometric interpretation of LP. General, symmetric, standard and canonical form of LP problems. Simplex method. Possible outcomes of the simplex method. Dual LP problem, its properties and application possibilities. Open and closed transportation problem (TP). Some special TP problems. Heuristic methods - basic concepts and approaches (local search, Genetic algorithms, Simulated hardening, Tabu search, etc.). Standard combinatorial optimization problems (assignment, knapsack, shortest path, spanning tree, traveling salesman, routing, etc.) and their solution by exact and approximate (heuristic) methods. Integer programming and solution methods (branch and bound method). Application of OI in business analytics.							
Practical teaching (auditorium and laboratory exercises): Basic concepts of mathematical modeling. Modeling of standard problems in management (assortment optimization, nutrition problem, ...). Formation of some specific mathematical models of LP. Graphical method of solving LP problems. Simplex method - basic steps. Simplex method - more advanced techniques. Transportation problem: models and obtaining an initial solution. TP solution methods. Specific applications of TP in management. Modeling and solving the shortest path problem using Dijkstra's algorithm. Modeling and solving the spanning tree problem using Prim's algorithm. Modeling and solving the routing problem using Clark-Wright algorithm. Modeling and solving the traveling salesman problem using NNS algorithm. Optimization software (Excel Solver, Lingo). Solving a case study using software and creating reports.							
4. Teaching methods:							
Classical method (ex cathedra) with the use of a blackboard, computer, projector, solving short case studies and one hour of practical exercises per week in the computer lab.							
Knowledge scores (maximum number of points 100)							
Pre-exam obligations		Required	Point	Final exam		Required	Point
Activity during class		Yes	5.00	Oral exam		Yes	40.00
Colloquiums		Yes	40.00				
Project assignment		Yes	15.00				



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КЊИГА ПРЕДМЕТА - Менаџмент и организација

Literature

No:	Authors	Title	Publisher	Year
1	С. Крчевинац и др	Операциона истраживања 1	ФОН, Београд	2013
2	М. Мартић и др	Операциона истраживања 1 – збирка задатака	ФОН, Београд	2013
3	М. Вујошевић	Линеарно програмирање	ФОН, Београд	2013
4	J.A. Lawrence, B.A. Pasternack	Applied Management Science	John Wiley & Sons Inc.	2002

	
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Teaching subject		Industrial and Management Engineering					
Subject	01.000002						
Number of ECTS:	6						
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject						
UNO subjects							
Teachers:	Slović R. Dragoslav Simeunović P. Barbara Stojanović D. Dragana Tomašević B. Ivan						
Number of hours of active teaching (weekly)							
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes			
2.00	2.00	0.00	0.00	0.00			
Course prerequisites		None					
Conditions: None.							
1. Educational goal:							
Introducing students to the processes, resources and structures of production and service business systems and the engineering approach to improving those systems. Students will learn how to solve problems of organizing the core business and improving work methods – workplaces and work processes, using specific engineering and management methods.							
2. Educational outcomes (acquired knowledge):							
By studying the subject, students acquire advanced academic and professional knowledge that enables critical understanding and application of specific engineering and management methods, as well as skills for independent and team work in solving complex problems of designing, setting up, measuring and improving work processes and workplaces in production and service business systems.							
3. Course content/structure:							
Theoretical teaching: Industrial and management engineering: subject, procedure, instruments, objectives. Concept, importance and development of industrial and management engineering. Basic concepts of production organization. Design, setting up, measuring and improving work processes, workplaces and work methods. Diagnosis of the state of production and service business systems. Optimization of the production (work) program. Planning and preparation of the work process. Determining the required number of work resources, workers and workplaces. Determining the layout of workplaces. Organization of the execution of multiple jobs, activities, within several organizational units. Engineering of work methods. Designing and improving the layout at the workplace. Designing and improving the work process. Designing and improving operations at the movement level. Standardization of work methods. Development of procedures and work instructions. Training workers for the application and application of the optimal method. Control of the application of results. Determining the required time and work standards. Determining the basic times of work elements. Determining the times of rest elements and unforeseen downtime. Application and development of work and time standards. Monitoring, recording and calculating performance. Practical teaching: Determining indicators of the way a business system works. Technological process, material flow scheme and components as a basis for organization. Determining the required number of work resources, workers and jobs. Determining the group layout of jobs. Determining the linear layout of jobs. Organizing the execution of multiple jobs, activities, within several organizational units. Applying the Pareto principle and the question mark principle. Analyzing the existing and designing a new - improved state: equipment layout in space, sequence of activities - workflows and work items, interdependence of activities of multiple resources, operations at the movement level. Improving work methods using the Kaizen approach. Determining the required time and work and time standards. Time study. Work sampling. Development and defense of a project assignment.							
4. Teaching methods:							
Monologue method, conversation method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks received, consultations in developing a project assignment, and independent student work through learning and developing a project assignment.							
Knowledge scores (maximum number of points 100)							
Pre-exam obligations		Required	Point	Final exam		Required	Point
Activity during class		Yes	10.00	Written exam		Yes	30.00
Colloquiums		Yes	20.00				
Project assignment		Yes	40.00				
Literature							
No:	Authors	Title		Publisher		Year	
1	Петровић Б.	Проучавање рада		ФОН, Београд		1996	
2	Петровић Б., Д. Словић	Проучавање рада 2 - збирка задатака		ФОН, Београд		2004	
3	Радовић М.	Производни системи		ФОН, Београд		2007	

**Literature**

No:	Authors	Title	Publisher	Year
4	Радовић М.	Производни системи, производња, анализа и управљање, примери и задаци	ФОН, Београд	2007
5	Chryssolouris G.	Manufacturing Systems: Theory and Practice	Springer science and Business media, New York	2013
6	Kanawaty G.	Introduction to Work Study - 4th edition	International Labour Organisation, Geneva	1992
7	Meyers F.E.	Motion and Time Study: For Lean Manufacturing	Prentice Hall, Upper Saddle River	2002
8	Slack, N., & Brandon-Jones, A.	Operations and process management: principles and practice for strategic impact	Pearson, UK	2018



Teaching subject		Financial management basics				
Subject	01.000005					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Benković S. Slađana Milosavljević S. Miloš					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The goal of the course is to enable students to master and apply modern and advanced concepts, models and principles of financial management in organizations, that is, to enable students to comprehensively consider the importance and role of a financial manager in an organization when making financial, investment, and even business decisions.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student will master advanced professional knowledge related to: Analysis, synthesis and prediction of solutions and consequences related to the basics of financial operations; Knowledge of the principles and processes of financial management, solving business tasks related to investment and financing, recognizing the risks of the organization's operational financial operations, i.e. he will be able to monitor and critically analyze the financial operations of the company based on information from financial reports						
3. Course content/structure:						
Theoretical teaching Introduction to financial management. Fundamentals of financial management systems in an enterprise. Institutional and economic environment. Fundamentals and principles of the functioning of financial markets. Fundamentals of financial planning and analysis. Fundamentals and principles of investment policy. Management of working capital of an enterprise. Fundamentals and principles of financing policy and dividend policy. Practical teaching: Exercises, Other forms of teaching, study research work Financial objectives of an enterprise. Introduction to operational financial operations. Enterprise as a participant in the financial market. Practice of financial planning. Analysis of financial statements. Fundamentals of investment project evaluation. Principles of cash flow analysis and financial planning. Tools for structuring sources of financing						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, and workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Žarkić Joksimović Nevenka, Slađana Benković, Miloš Milosavljević	Finansijski menadžment		Fakultet organizacionih nauka, Beograd	2013	
2	Benković Slađana	Operativno finansijsko poslovanje		Fakultet organizacionih nauka, Beograd	2006	
3	Brigham E.	Financial Management: Theory & Practice		Cengage Learning	2013	



Teaching subject		Decision theory		
Subject	01.000009			
Number of ECTS:	5			
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject			
UNO subjects				
Teachers:	Suknović M. Milija Delibašić V. Boris Obradović B. Zoran			
Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00
Course prerequisites		None		
Conditions: None.				
1. Educational goal:				
Students are able to: <ul style="list-style-type: none"> • independently apply multi-criteria decision-making methods in solving business problems of the organization. • independently model the risk of quantitative criteria. • model the utility of the decision maker according to various criteria. • use advanced academic knowledge for quantitative modeling of the group decision-making process. • model decision-making rules obtained from experts and learn them from data. 				
2. Educational outcomes (acquired knowledge):				
Students possess advanced academic and professional knowledge in the field of multi-criteria decision-making. Students independently apply multi-criteria decision-making methods in solving business problems of the organization. They independently analyze, evaluate and model the risk of quantitative criteria. They model the utility of decision-makers according to various criteria. They quantitatively model the decision-making process of a group. They apply decision-making rules obtained from experts and learn them from data by applying algorithms. They use methods, techniques, tools and software for modeling decision-making problems. Students demonstrate a positive attitude towards the application of quantitative methods and decision-making models within the organization.				
3. Course content/structure:				
Theoretical teaching P-01: Introduction to decision making, P-02: Multi-attribute decision making methods and evaluation of obtained solutions with case studies, P-03: IKOR method with case studies, P-04: Utility theory and utility analysis with case studies, P-05: AHP method with case studies, P-06: Promethee methods with case studies, P-07: Combining decision methods in decision support systems, P-08: Risk analysis, P-09: Decision analysis, P-10: Application of expert rules in decision models - DEX method, P-11: Learning decision models from data - Decision trees algorithm ID3, P-12: Group decision making, P-13: Computational Social Choice, P-14: Combining decision methods in systems for decision support, P-15: Exam Preparation. Practical teaching V-01: Refreshing necessary knowledge, V-02: Basic methods of multi-attribute decision-making, V-03: IKOR method and set of compromise solutions, V-04: Utility in decision-making, V-05: AHP method, V-06: Promethee method, V-07: Repetition exercises, V-08: Risk analysis in multi-attribute decision-making methods, V-09: Decision analysis in multi-attribute decision-making methods, V-10: Application of expert rules in decision-making models – DEX method, V-11: Learning decision-making models from data – Decision trees, ID3 algorithm, V-12: Group decision-making and resource allocation models, V-13: Methods for decision-making in society, V-14: Repetition exercises, V-15: Exam preparation.				
4. Teaching methods:				



Lectures are implemented through a combination of classical teaching, case studies and guest lectures by experts from practice. Exercises are implemented in a classical way through solving tasks, but also through the presentation of software tools for decision-

Knowledge scores (maximum number of points 100)

Pre-exam obligations	Required	Point	Final exam	Required	Point
Colloquiums	Да	50.00	Oral exam	Да	50.00

Literature

No:	Authors	Title	Publisher	Year
1	Сукновић М., Делибашић Б., Јовановић М., Вукићевић М., Радовановић С.	Одлучивање	ФОН	2021
2	Сукновић М, Делибашић Б, Јовановић М, Вукићевић М, Радовановић С.	Одлучивање - практикум	ФОН	2019
3	Сукновић, М., Делибашић, Б., Јовановић, М., Вукићевић, М.	Презентације и материјали са сајта: http://odlucivanje.fon.bg.ac.rs/predmeti/osnovne-studije/teorija-odlucivanja/	ФОН	2021
4	Ishizaka A, Nemery P	Multi-Criteria Decision Analysis: Methods and Software	Wiley	2013



Teaching subject		Corporate communications		
Subject	01.000020			
Number of ECTS:	5			
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject			
UNO subjects				
Teachers:	Kostić-Stanković M. Milica Cicvarić Kostić M. Slavica Vlastelica L. Tamara			
Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00
Course prerequisites				
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити
1,	D00003	Marketing	Да	Да
Conditions:				
1. Educational goal:				
<p>The aim of the course is to introduce students to the concept, goals, activities and instruments of corporate communications and to train students to analyze the effectiveness of corporate communications instruments, as well as to develop competencies for planning, organizing and evaluating internal and external corporate communications, through interactive lectures, simulations, case studies and workshops.</p>				
2. Educational outcomes (acquired knowledge):				
<p>Students distinguish the function, goals and instruments of marketing and corporate communications and possess academic and professional knowledge for planning the above processes. They are able to apply research results in defining a corporate communications strategy. They have the necessary knowledge to develop a corporate communications plan and individual plans for functional areas of corporate communications. Students know how to analyze the specifics of traditional and digital media and assess their effectiveness in corporate communications. They are trained to develop a corporate communications budget and apply models for measuring and evaluating the effects of a corporate communications campaign. Students have developed skills in effective media performance and writing for the media. They understand the social responsibility of corporate communications and know how to apply ethical standards in internal and external communication.</p>				
3. Course content/structure:				
<p>Theoretical teaching The emergence and development of corporate communications as a management function. Defining and characteristics of the concept of corporate communications. The relationship between corporate and marketing communications. The role of corporate communications in the organization. Corporate communications as a process. Goals and tasks of corporate communications. Ethics and social responsibility of corporate communications. Corporate communications in an international environment. Activities and instruments of corporate communications. Building corporate identity, image and reputation. Internal communication. Media relations. Digital media in corporate communications. Organization of special events. Sponsorship. Lobbying. Production of promotional and informational materials. Investor relations. Corporate communications in crisis situations. The process of planning corporate communications. Planning a corporate communications campaign. Organizing the corporate communications function. Business negotiation. Verbal and non-verbal communication. Professional behavior. Business protocol.</p>				
<p>Practical teaching Analysis of practical examples and case studies in the field of corporate communications. Defining the corporate communications process using the example of a specific organization from the environment. Analysis of examples of ethical and unethical corporate communications practices. Solving corporate communications problems in an international environment. Practical tasks for building corporate identity, image and reputation. Simulation of organizing a press conference and other media events. Writing a press release. Public speaking exercises. Corporate communications planning workshops. Creating a corporate communications program budget. Models for measuring and evaluating corporate communications. Simulations and analysis of the efficiency and effectiveness of organizing various corporate communications activities.</p>				
4. Teaching methods:				
<p>Lectures, demonstrative method, case studies, learning through collaborative work on solving practical problems, independent research by students and problem solving based on assigned tasks, independent work by students through learning and preparation of seminar papers and project tasks.</p>				



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација****Knowledge scores (maximum number of points 100)**

Pre-exam obligations	Required	Point	Final exam	Required	Point
Lecture activity	Да	10.00	Oral exam	Да	40.00
Colloquiums	Да	30.00			
Project/Seminar paper	Да	20.00			

Literature

No:	Authors	Title	Publisher	Year
1	Костић-Станковић М., Филиповић В., & Властелица, Т.	Односи с јавношћу	Београд: Факултет организационих наука	2020
2	Лалић Д., Властелица Т.	Корпоративне комуникације за пример	Факултет техничких наука, Нови Сад	2019
3	Лалић Д., Властелица Т.	Примери добре праксе односа с јавношћу	Факултет техничких наука, Нови Сад	2016



Teaching subject		Lean production and services				
Subject	01.000003					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Slović R. Dragoslav Stojanović D. Dragana Simeunović P. Barbara Tomašević B. Ivan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introducing students to the basics of the Lean approach in manufacturing and service business systems. Students will learn how to improve the efficiency of manufacturing and service processes by eliminating waste, standardizing work methods and maintaining order in the workplace, applying engineering and management methods based on Lean principles, industrial engineering and the Gemba Kaizen approach.						
2. Educational outcomes (acquired knowledge):						
By studying the subject, students acquire advanced academic and professional knowledge that enables critical understanding and application of specific engineering and management methods, as well as skills for independent and team work on improving processes in production and service business systems, by applying the Lean and Gemba Kaizen approaches.						
3. Course content/structure:						
<p>Theoretical teaching: Development of the lean approach to the organization of production and services: concept, subject, procedure, instruments, goals and significance. Analysis of the Toyota approach and principles to the organization of lean production and services. Lean thinking and principles. Identification of the value of products or services. Identification and mapping of the value stream within the business system and viewing the broader value stream in the network of suppliers and users. Establishment of a single-piece process and material flow. Organization of material flow according to the pull principle (pull). Continuous striving for perfection. Design, installation, improvement and management of production and service systems based on lean principles. Waste, non-uniformity - variations, load (3M). Kaizen approach. Elimination of waste. Arrangement of the work space. Standardization of operations. Design and improvement of cellular production and work cells. Improving the efficiency of batch and operation change (SMED). Design and improvement of production flows. Balancing and stabilizing flows in the production or service process (Heijunka). Managing material and labor flows using the Kanban system. Intelligent automation and separation of labor between workers and machines (Jidoka). Determining and improving performance - takt, cycle time, throughput time, overall equipment effectiveness (OEE). Applying the lean approach and statistical methods of six sigma (LSS).</p> <p>Practical teaching: Lean principles - case studies. Case studies of mass and lean production - FORD, Toyota and NUMMI. Mapping and modeling flows using value stream mapping (VSM). Applying A3 process improvement tools. Eliminating waste in production and service processes. Organizing and maintaining a well-organized workplace using the 5S procedure. Creation of standards for the selected operation. Analysis of production capacity of the process. Creation of a standard work map and a standard work combination map. Design of work cells. Improvement of batch and tool change activities using the SMED process. Organization of material flow according to the pull principle using the Kanban system. Procedure for analyzing and improving overall equipment effectiveness (OEE). Procedure for analyzing and improving process capabilities.</p>						
4. Teaching methods:						
monologue method, conversation method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks received, consultations in developing a project assignment and independent student work through learning and developing a project assignment.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	20.00			
Project assignment		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Васиљевић Д., Словић Д.	Каизен – јапанска парадигма пословне изврности		ФОН, Београд	2015	

**Literature**

No:	Authors	Title	Publisher	Year
2	Имаи, М.	Гемба каизен: здраворазумски приступ стратегији континуираног побољшања	Каизен Институт Србија, Београд	2017
3	Петровић Б, Д. Словић	Континуално побољшање производње, скрипта	ФОН, Београд	2003
4	Имаи, М.	Каизен: кључ јапанског пословног успеха	Каизен Институт Србија, Београд	2017
5	Шинго Ш	Нова јапанска производна филозофија	Прометеј, Нови Сад	1995
6	Womack, J.P., and Daniel T. J.	Lean Thinking: Banish Waste And Create Wealth In Your Corporation	Simon and Schuster	2013




Teaching subject		Project management				
Subjecst	01.000004					
Number of ECTS:	6					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Petrović Č. Dejan Mihic M. Marko Bjelica Lj. Dragan				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring advanced academic and professional knowledge in project management necessary for the successful initiation, preparation and implementation of various projects, programs and portfolios, through the adequate application of standards in the field as well as the application of ethical standards. Training students to use modern methods, techniques and approaches for project management through the integration of project phases and functional areas, as well as the development of skills necessary for the successful implementation of projects.						
2. Educational outcomes (acquired knowledge):						
Application and adaptation of academic and professional knowledge to manage integration, scope, schedule, cost, resources, quality, risk, contracts, communications, stakeholders in the preparation and implementation of projects, programs and portfolios. Students will be able to apply advanced academic and professional knowledge, as well as skills in traditional, agile and hybrid project teams on national and international projects. Students will be able to apply the concepts of sustainable project planning and management using modern standards in the field.						
3. Course content/structure:						
Theoretical teaching The concept and types of projects, project life cycle. The concept of project management. Project management organization. Human resource management in the project. Contracting management. Project quality management. Project risk management. Project communication management. Project change management. Project implementation planning. Project implementation monitoring and control. Project implementation reporting system. Standard computer programs for project management. Project management. Project-oriented organization. Program management. Multi-project management. Agile project management.						
Practical teaching Structural diagrams – WBS and OBS. Structural diagrams – RACI matrix. Project Charter. Key event method. Gantt chart. Priority method. Analysis of the structure of the network diagram. Time analysis using the CPM method. Time analysis using the PERT method. Resource leveling method. Cost analysis. Realized value method. PRINCE 2 method. Overview of the Microsoft Project software package. PMI methodology						
4. Teaching methods:						
Auditory, illustrative-demonstrative, verbal-textual, practical work methods.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	20.00
Colloquiums		Yes	50.00	Oral exam	Yes	10.00
Seminars		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Јовановић П.	Управљање пројектима, 11. издање		Факултет за пројектни и иновациони менаџмент, Београд	2015	
2	Kerzner Harold	Project Management – A System Approach to Planning, Scheduling, and Controlling, Eleventh edition		John Wiley&Sons, Hoboken, New Jersey	2013	



Teaching subject		Control systems				
Subject	01.000013					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Antić R. Slobodan Đorđević Milutinović S. Lena					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
By studying the program content of this course, advanced academic and professional knowledge is acquired in the following domains of work: modeling dynamic processes in an enterprise as discretely managed systems (resource flows: funds, raw materials, people, work items, finished products and money); developing mathematical models of discrete management and organizing them in the form of simulation spreadsheet models; analyzing various scenarios (case studies) in spreadsheet models of material and non-material flows using the What-if-Analysis tool, in order to evaluate various flow management scenarios and obtain the best possible management solutions by searching for the permissible management area. The goal of this course is for students to distinguish and use different techniques for working in a spreadsheet environment, as well as to learn to apply MS Excel and Solver tools.						
2. Educational outcomes (acquired knowledge):						
The application of acquired knowledge is reflected in the students' abilities to create simulation models of decision-making in spreadsheets for monitoring material and non-material flows in a company, or to analyze different management scenarios in various business situations by simulating on the model, using What-if-Analysis tools. The application of various techniques and tools of the spreadsheet environment enables the creation of different business decision-making models.						
3. Course content/structure:						
Theoretical teaching: Control systems - basic concepts; forecasting business events; modeling system dynamics; time series methods; discrete systems management; measure of efficiency of discrete systems management; identification of model elements; modeling of material and non-material flows; accumulation dynamics; simulation in spreadsheets; computer optimization methods; some mathematical optimization methods; optimization models in spreadsheets. Practical teaching: Developing skills and techniques in MS Excel spreadsheet application, including: using time series for forecasting (tabular and graphical displays of forecasting methods); creating formulas and functions; organizing a worksheet when developing a simulation model; techniques for improving the appearance of a worksheet with a model; business process management simulation procedure; management scenarios; using a solver; presenting simulation results; solving case studies (minimizing the costs of purchasing raw materials; minimizing the required space for intermediate warehouses in production; minimizing production costs; determining the optimal vehicle route; minimizing transportation costs; optimal time for replacing vehicles; the problem of renewing the fleet; minimizing the costs of operating the energy system; optimal dynamics of expanding the electrical system; the problem of managing the number of employees; optimal production dynamics; doing business in conditions of limited financial resources; doing business in conditions of limited storage space; doing business in conditions of delays in the course of purchasing goods; the financial aspect of running a business; the problem of allocating investment funds).						
4. Teaching methods:						
Lectures and exercises are conducted using Power Point presentations, through the presentation of various practical scenarios that involve students working on computers. Students independently follow the lectures on computers during the exercises. Exercises are conducted in computer rooms. Students' study work is related to the development of a project work - a spreadsheet model of a discrete control object.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	25.00
Project development and presentation		Yes	10.00	Oral exam	Yes	30.00
Practical teaching		Yes	25.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Костић, К.	Израда и коришћење пословних модела		Београд: Факултет организационих наука	2012	
2	Костић, К.	Симулација бизнис ситуација		Београд: Факултет организационих наука	2008	

**Literature**

No:	Authors	Title	Publisher	Year
3	Антић С., Ђорђевић Ј.	Управљачки системи - практикум	Београд: Факултет организационих наука	2015

	
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Teaching subject		E-business				
Subject	01.EP0001					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Despotović-Zrakić S. Marijana Bogdanović M. Zorica Vukmirović V. Dragan Barać M. Dušan Labus. B. Aleksandra					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
<p>The aim of this course is to introduce students to the Internet infrastructure for e-business, current e-business business models, as well as the possibilities of applying e-business in various fields: trade, banking, public administration, education, healthcare. Students are also introduced to the basics of digital marketing, customer relationship management and social media business. A specific aim of the course is to enable students to work independently in the development of simple web portals, e-shops and customer relationship management systems.</p>						
2. Educational outcomes (acquired knowledge):						
<p>Students apply the acquired theoretical and practical knowledge to develop e-business systems in various fields, as well as to implement simple e-business systems using content management systems, customer relationship management systems, and software for developing e-stores.</p>						
3. Course content/structure:						
<p>Theoretical teaching Introduction to e-business. The Internet as an infrastructure for e-business. Forms of e-business: B2C, B2B, C2C. E-business models: e-shops, e-auctions, web portals. Business models on social media. E-business strategies. Digital business transformation. Planning online presence, online business plan. Planning entrepreneurial ventures on the Internet (startup). E-business services and applications. E-commerce and e-shops. Mobile business. Digital marketing. E-business on social media. Customer relationship management, CRM. Electronic payments. E-business services: e-banking, e-government, e-education, e-health. Analytics in e-business systems. Trends in e-business: blockchain, omnichannel approach, ubiquitous computing, cloud computing, internet of things, big data, artificial intelligence.</p> <p>Practical teaching Internet infrastructure for e-business. Introduction to web presentations. Static and dynamic websites. Local web servers XAMPP/WAMP. Basics of client technologies: HTML, CSS. Introduction to JavaScript. Web content management systems: Wordpress, WordPress plugins. Website responsiveness and content adaptation for mobile devices. Website optimization for search engines, SEO techniques. Connecting websites to social media. Design and implementation of e-shops: WooCommerce, Magento. Design and implementation of CRM systems, SuiteCRM. Integration of web portals, e-shops and CRM systems.</p>						
4. Teaching methods:						
Lectures, Auditory exercises, case studies, exercises in computer classrooms, project/seminar papers, e-learning.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Homework		Yes	50.00	Written exam	Yes	10.00
Seminar paper		Yes	20.00	Oral exam	Yes	20.00
Literature						
No:	Authors	Title		Publisher	Year	

**Literature**

No:	Authors	Title	Publisher	Year
1	Б. Раденковић, М. ДеспотовићЗракић, З. Богдановић, Д. Бараћ, А. Лабус	Електронско пословање	Факултет организационих наука, Београд	2015
2	К. С. Laudon, С.Г. Traver	E-Commerce 2020–2021: Business, Technology and Society	Global Edition, 16th edition, Pearson	2020
3	В. Radenković, М. Despotović-Zrakić, Z. Bogdanović, D. Barać, A. Labus	Materijali za predmet Elektronsko poslovanje, u e-formi, sa portala za e-učenje moodle.elab.fon.bg.ac.rs		2021



Teaching subject		Quality management				
Subject	01.000035					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Živković D. Nedeljko Kičanović Ž. Ana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Understanding the foundations, principles, levels and processes of quality management. Mastering the approaches and processes of quality management in organizational systems.						
2. Educational outcomes (acquired knowledge):						
The student's ability to explain and apply the concepts, principles, approaches and processes of quality management in organizational systems.						
3. Course content/structure:						
Theoretical teaching P-01: About the subject. P-02: Quality - concept, role and importance; P-03, P-04: Fundamentals of quality management; P-05: Quality management - concept, role and importance; P-06: Processes, principles and levels of quality management. P-07: Quality policy, objectives and plans; P-08: Quality management development; P-09: Quality definition processes; P-10: Quality creation and determination processes; P-11: Quality management system; P-12: Quality management system models and standards; P-13: Final considerations						
Practical teaching V-01: Explanation of the method of work, development of a project task and the connection with the results of work from other subjects. Defining the project task. Division into groups. Explanation of the principles and rules of group work; V-02: Defining and categorizing the outputs of the organizational system; V-03: Identification of the processes of the specialized subsystem of the organizational system. Defining and categorizing the inputs of the organizational system; V-04: Defining the global structure of the organizational system. Choosing the type of organizational system; V-05: Anatomical structure of the organizational system. Identification of support processes within the universal subsystems of the organizational system; V-06: Defining the mission, vision, quality policy and quality objectives; V-07: Identification of users and their needs. Defining the required quality; V-08: Defining the projected quality. Defining the integral quality; V-09: Defining the achieved quality. Defining the usable quality; V-10: QFD method; V-11: Analysis of the impact of the processes of the subsystems of the organizational system on quality; V-12 and 13: Analysis of quality management standards and organizational system processes for quality;						
4. Teaching methods:						
Lectures, exercises, consultations, work on project assignments						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Written exam	Yes	40.00
Проектни/Seminar paper		Yes	20.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Недељко Живковић, Маја Глоговац	Управљање квалитетом		ФОН	2015	
2	Joseph Juran	Juran's Quality Handbook		McGraw-Hill Professional	2010	



Teaching subject	Lean logistics
Subject 01.000028	
Number of ECTS: 5	
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject
UNO subjects	
Teachers:	Cvetić V. Biljana Danilović D. Miloš

Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00

Course prerequisites				
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити
1,	Z00019	Operational management basics	Yes	Yes

Conditions:

1. Educational goal:
acquiring advanced academic and professional knowledge and skills, as well as the abilities necessary for the application of modern logistics concepts, models and methods and the management of logistics processes and material flows in a resource-saving (lean) environment.

2. Educational outcomes (acquired knowledge):
After completing the learning process, students will be able to identify and eliminate or minimize waste of resources in logistics processes, plan and monitor the timely supply of production processes and workplaces, manage product distribution, as well as apply modern logistics concepts and improve the overall effectiveness and efficiency of logistics processes within manufacturing and service companies.

3. Course content/structure:

Theoretical teaching
P-01:-Introductory notes on the subject and method of work; P-02: The concept and historical development of logistics; P-03: The concept of JIT (Just In Time) in material flow management; P-04: Logistics system and integrated logistics support: concept and structure; P-05: Emerging forms of logistics, Lean logistics as an engineering and management discipline; P-06: The concept of maintenance, maintenance in a lean environment; P-07: Waste of resources and the concept of thrift in logistics; P-08: Planning JIT procurement and material needs; P-9: Inventory and storage management, the zero stock concept; P-10: JIT distribution and distribution channels, the zero delay concept; P-11. Visual management and performance monitoring of logistics and production processes; P-12. Lean and green logistics, reverse logistics processes; P-13: Seminar paper presentations.

Practical teaching
V-01: Material flows, job stabilization, work cells; V-02: Material flow management, part 1/2: FIFO, FILO, LIFO, LILO; V-03: Material flow management, part 2/2: Kanban; V-04: Analysis of selected case studies; V-05: Preventive maintenance planning of technical systems; V-06: Simulation of overall equipment effectiveness OEE; V-07: Systems with continuous inventory monitoring; V-08: MPS and product components; V-09: JIT supply planning, MRP method; V-10: JIT distribution planning, DRP method; V-11. Integrated MRP-DRP systems; V-12: Logistics game Kanban Game; V-13: Logistics game Distribution Game.

4. Teaching methods:
Lectures ex cathedra, interactive and Auditory exercises (creative workshops and case studies) and practical (laboratory) exercises.

Knowledge scores (maximum number of points 100)					
Pre-exam obligations			Final exam		
Required	Point		Required	Point	
Yes	10.00	Oral exam	Yes	40.00	
Yes	30.00				
Yes	10.00				
Yes	10.00				

Literature				
No:	Authors	Title	Publisher	Year
1	Васиљевић, Д., Цветић, Б., Даниловић, М.	Менаџмент логистике и ланца снабдевања, друго допуњено и проширено издање	ФОН, Београд	2018

**Literature**

No:	Authors	Title	Publisher	Year
2	Васиљевић Д., Словић Д.	Каизен – јапанска парадигма пословне изврности	ФОН, Београд	2015
3	Paksoy T., Weber G.W.	Huber S. Lean and Green Supply Chain Management: Optimization Models and Algorithms	Springer	2019
4	Bhasin S.	Lean Management beyond Manufacturing: A Holistic Approach	Springer	2015
5	Medinilla A.	Agile Kaizen: Managing Continuous Improvement Far Beyond Retrospectives	Springer	2014
6	Gilbert K., Bowers M.R., Srinivasan M.	Lean Maintenance, Repair, and Overhaul	McGraw-Hill Education	2014
7	Zylstra K.D.	Lean Distribution: Applying Lean Manufacturing to Distribution, Logistics, and Supply Chain	John Wiley & Sons Inc	2005
8	Goldby T, Martichenko R.	Lean Six Sigma Logistics: Strategic Development to Operational Success	J. Ross Publishing	2005



Teaching subject		Document management				
Subject	01.I00003					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Lazarević D. Saša Antović D. Ilija					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites						
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити		
1,	IT0001	Fundamentals of Information and Communication Technologies	Yes	Yes		
Conditions:						
1. Educational goal:						
Understanding the principles, rules and methods of document management. Training in the design of business processes and accompanying documentation. Application of appropriate software solutions for process and documentation management in the organization. Understanding the principles, rules and methods of document management. Training in the design of business processes and accompanying documentation. Application of appropriate software solutions for process and documentation management in the organization.						
2. Educational outcomes (acquired knowledge):						
Ability to: (1) model business functions and processes (2) analyze, design, and implement document management systems, and (3) manage documentation. Understanding of professional ethical norms and values and demonstrating a positive attitude toward them.						
3. Course content/structure:						
Theoretical teaching:						
1. Introduction: course objectives, methodological units, work methods, examination methods, Literature. Basic concepts. Documents for prescribing and monitoring the performance of business activities: regulation, procedure, specification, form, record. Standardization of documents: form, content, document processing flow. Archiving of documents.						
2. Types of documentation: technical-technological, business-financial, administrative-managerial. Processes in document processing. Document life cycle. Modeling of organizational systems: structure, functions and processes; modeling methods and techniques: structural system analysis, state transition diagram, activity diagram, notation for modeling business processes.						
3. Identification and classification of functions, functions and organizational structure, functions and data classes. Method for analysis and modeling of business functions and data classes in an organization: Structured System Analysis. Case study.						
4. Identification and classification of processes, processes and organizational structure, processes and data classes. Method for analysis and modeling of business processes in an organization: UML State Diagrams and Business Process Model and Notation. Case study.						
5. Quality system documentation. Administrative and management documentation. Technical and technological documentation. Business and financial documentation.						
6. XML – concept, development, elements; XML document life cycle, XML technologies. Electronic document management technology. Content management and electronic document management: Content Management System and Document Management System; basic functions, architecture, application.						
Practical teaching: Вежбе су у потпуности усклађена са предавањима, по структури и по садржај.						
4. Teaching methods:						
Lectures ex cathedra using multimedia resources; solving case studies; modeling processes and documentation; Lectures by experts from practice; demonstration exercises; practical work, i.e. application of software; preparation of seminar and (student) professional papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Project assignment	Yes	30.00
Colloquiums		Yes	30.00	Oral exam	Yes	20.00
Seminar paper		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	J. Филиповић, М. Ђурић	Основе квалитета		ФОН, Београд	2009	

**Literature**

No:	Authors	Title	Publisher	Year
2	Ж.Митровић	Квалитет и менаџмент	ИИПС, Београд	1996
3	С. Д. Лазаревић	Управљање документацијом, скрипта	ФОН, Београд	2017
4	1. R. J. Glushko, T. McGrath	Document Engineering - Analyzing And Designing Documents For Business Informatics & Web Services	<енгТхе МИТ Пресс></енг>	2005
5	М. М. Радовић, С. З. Карапандић	Инжењеринг процеса	ФОН, Београд	2005
6	Ј. Брумец, С. Брумец	Моделирање пословних процеса	ШК, Загреб	2018
7	Д. Мишковић	Канцеларијско пословање, део из Приручника за полагање Државног стручног испита, с. 253-300	Министарство за државну управу и локалну самоуправу, Београд	2011



Teaching subject		Quality management system				
Subject	01.000033					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Filipović V. Jovan Đurić B. Mladen					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites						
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити		
1,	Z00013	Quality basics	Yes	Yes		
Conditions:						
1. Educational goal:						
To enable students to master the concepts used in the quality management system, understand its place and role in the management system of organizations, and to study its structure. Practicing the application of various models and standards for the quality management system (primarily those from the ISO 9000 series) is an integral part of this goal.						
2. Educational outcomes (acquired knowledge):						
Students' ability to: a) understand the requirements for a quality management system and its place in an integrated management system, b) design solutions to meet the requirements for a quality management system, d) develop basic documents necessary for establishing a quality management system						
3. Course content/structure:						
<p>heoretical teaching</p> <p>Basic theories of management systems - basic concepts and strategic view of quality management; Understanding the organization and its context. Understanding the needs and expectations of interested and interested parties; Determining the subject and area of application of the quality management system, issues and requirements that can influence the planning of the quality management system and can be used as an input element for the development of the quality system; Leadership in the quality management system (Leadership and commitment, Quality policy, Roles, responsibilities and authorities in the organization); Planning in the quality management system (Measures to deal with risks and opportunities, General quality objectives and planning for their achievement, Planning for change); Support in the quality management system (Resources, capabilities, awareness and communication); Implementation of operational activities in the quality management system (Operational planning and management, Determining market needs and interacting with users, Operational planning process, Managing external supply of goods and services, Product and service development, Production and provision of services, Release of products and services, Handling of non-conforming products and services); Performance evaluation in the quality management system (Monitoring, measurement, analysis and evaluation, Internal audit and Management review); Improvements in the quality management system (Resolving non-conformities and corrective actions, Continuous improvement); Integration of risk-based thinking in quality management systems; Development and analysis of quality management system documentation.</p> <p>Practical teaching</p> <p>Exercises 1: Introductory presentation – Concepts of quality management systems and summary of points of the ISO 9001 standard; Exercises 2, Workshop 1: Context of the organization; Exercises 3, Workshop 2: Leadership, Exercises 4, Workshop 3: Quality Policy, Exercises 5, Workshop 4: Customer Focus; Exercises 5, Workshop 4: Organizational Roles, Responsibilities and Empowerment; Exercises 6, Workshop 5: Planning; Exercises 7, Workshop 6 Support; Exercises 8, Workshop 7: Implementation of Operational Activities 1; Exercises 8: Workshop 8: Implementation of Operational Activities 2; Exercises 9, Workshop 9: Performance Evaluation, Exercises 10, Workshop 10: Customer Satisfaction; Exercises 11, Workshop 12: Improvement</p>						
4. Teaching methods:						
Lectures, exercises, consultations, work on project assignments, case studies						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Пројектни/Seminar paper		Yes	30.00	Written exam	Yes	45.00
				Oral exam	Yes	25.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Филиповић, Ј., Ђурић, М., Русо, Ј.	Систем менаџмента квалитета		ФОН	2018	



Literature				
No:	Authors	Title	Publisher	Year
2	-	Стандард ISO 9001:2015 Системи менаџмента квалитета – Захтеви	Институт за стандардизацију Србије	2015
3	L.D. Goetsch, L., D., & S.B. Davis	Quality Management for Organizational Excellence (7th. ed.)	New Jersey: Pearson	2016

Teaching subject		Econometric methods				
Subject	01.000017					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Ignjatović P. Marina Maričić M. Milica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introducing students to econometric models: regression analysis, simultaneous equation models, panel data and problems related to these models. Developing students' ability to solve problems in the field of econometrics. Training students in the application of statistical software packages for implementing econometric methods and models.						
2. Educational outcomes (acquired knowledge):						
Students will possess advanced academic and professional knowledge in the field of econometric methods and models. Students will analyze and solve complex problems in the field of econometrics, as well as create and apply econometric methods and models when solving problems in various fields.						
3. Course content/structure:						
Theoretical teaching Econometric research methodology; Linear regression models (LRM). Least squares method (LSM); LRM with two variables; Parameter estimation using LSM; Statistical tests. Confidence intervals for LRM parameters; Forecasting using LRM; LRM with multiple variables; Multicollinearity; Heteroskedasticity; Autocorrelation; Simultaneous equations; Indirect LRM. Two-stage LRM; Dummy variables; Logistic regression; Panel data. Practical teaching Econometric research methodology; LRM with two variables; Parameter estimation using LSM; Statistical tests (t-test and F-test); Confidence intervals for LRM parameters; Coefficient of determination; Forecasting using LRM; LRM with multiple variables; Multicollinearity; Autocorrelation; Heteroskedasticity; Simultaneous equations; Indirect OLS; Two-stage OLS; Logistic regression; Panel data; Application of econometric methods in statistical software packages						
4. Teaching methods:						
on the computer; individual, group and practical work						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Gujarati, D.	Basic Econometrics		McGraw-Hill Education	2008	
2	Heij, C., deBoer, P., Franses, P.H., Kloek, T., vanDijk, H.K.	Econometric Methods with Applications in Business and Economics		Oxford University Press	2004	
3	Hill, C., Griffiths, W., Lim, G.	Principles of Econometrics		Wiley	2018	
4	Ковачић, З.	Анализа временских серија		Економски факултет	1995	




Teaching subject		Entrepreneurship			
Subject	01.000006				
Number of ECTS:	5				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Čudanov J. Mladen Krivokapić M. Jovan Komazec N. Stefan				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
The aim of the course is to provide students with advanced academic knowledge in the field of entrepreneurship and starting their own business, to present them with the desired profile of knowledge, skills and abilities of entrepreneurs, while adopting most of these knowledge, skills and abilities. Studying legal regulations related to starting one's own business. Transferring knowledge and skills in creating business plans for new and developing existing businesses.					
2. Educational outcomes (acquired knowledge):					
Acquiring advanced academic knowledge, skills and abilities necessary for starting and developing an entrepreneurial venture, writing business plans, as well as knowledge about all influential factors on an entrepreneurial venture. Developing students' abilities to evaluate, interpret and combine business alternatives in the development of a business plan.					
3. Course content/structure:					
Theoretical teaching Characteristics of an entrepreneur. Necessary knowledge and skills of an entrepreneur. Development of one's own business. Development of a strategic plan. Legal regulations for starting one's own business. Basic forms of taxes for entrepreneurs and companies. Support for the development of entrepreneurship by the state. Labor law, employment, labor law, collective agreements, rulebooks. Technological aspects of a business venture. Market aspects of a business venture. External communication with clients. Managing one's own business. Financing a business venture. Crediting possibilities. Managing the value of a company - criteria for the success of a company. Practical teaching: Exercises, Other forms of teaching, Study research work Methodology of developing a business plan - definition of roles, characteristics and users. Stages of developing a business plan. Analysis of the technical and technological component of the business. Analysis of the business location. Investment plan. Fixed assets and working capital. Working capital cycle. Inventory management. Cost plan. Capacity utilization plan. Loan repayment plan. Investment profitability analysis. Preparation of synthetic financial statements. Assessment of the financial profitability of the enterprise. Risk assessment - evaluation of the weaknesses of the business enterprise, new technologies, contingent planning, SWOT analysis. Software support for the development of a business plan.					
4. Teaching methods:					
Monologue method, demonstrative method, learning through collaborative work on solving practical problems, independent research by students and problem solving based on the tasks given.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Practical teaching		Yes	10.00	Oral exam	
Seminar paper		Yes	50.00	Yes	40.00
Literature					
No:	Authors	Title		Publisher	Year
1	Пауновић Благоје, Зиповски Димитраки	Пословни план - водич за израду		Економски факултет, Београд	2013
2	Гербер, М.	Мит о предузетништву: Зашто већина малих приватних фирми не успева и шта учинити у вези са тим		Београд: Чаробна књига	2010

	
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Teaching subject		Operations Research 2			
Subject	01.000007				
Number of ECTS:	6				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Makajić-Nikolić D. Dragana Panić V. Biljana Stanojević J. Milan				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites					
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити	
1,	Z00010	Probability theory	Yes	Yes	
Conditions:					
1. Educational goal:					
The goal of this course is to train students to model business and organizational systems and solve practical problems under conditions of uncertainty by applying optimization and other quantitative methods using modern software tools.					
2. Educational outcomes (acquired knowledge):					
After passing the exam, students will be able to					
<ol style="list-style-type: none"> 1. recognize, model and solve problems under conditions of uncertainty, 2. use network planning techniques to manage project time, costs and resources and to control project implementation, 3. use software for planning and project management and software for analyzing and solving stochastic problems, 4. analyze results and create reports with recommendations understandable to decision makers, 5. think analytically and critically and work in a team. 					
3. Course content/structure:					
<p>Theoretical teaching: Decision-making and optimization under conditions of uncertainty – basic concepts. Project planning and management – basic concepts and phases. Network planning – structure analysis. Network planning – deterministic and stochastic time analysis (CPM and PERT). Network planning – cost analysis (PERT-costs and LP). Network planning – resource leveling. Multi-stage decision-making – basic concepts. Dynamic programming – recurrent relations. Modeling and solving multi-stage processes by dynamic programming. Modeling stochastic processes – exponential distribution, Markov models. Analysis of systems with waiting lines. Reliability optimization. Classical inventory management models. Stochastic inventory management models. Game theory – basic concepts and types of games. Modeling and solving games.</p> <p>Practical teaching (auditorium and laboratory exercises): Project structure analysis (AOA and AON types of network diagram). Project duration analysis with deterministic activity duration (CPM). Project duration analysis with stochastic activity duration (PERT). Project duration reduction using the PERT-cost method. Modeling and solving the problem of optimal equipment replacement and resource allocation using dynamic programming. Modeling stochastic processes using the Markov model. Determining the performance of a system with queues. Solving the nonlinear classical inventory management model and its extensions. Modeling and solving the deterministic and stochastic model of the Newsboy problem. Modeling strategic interactions and determining equilibrium. Project management software (MS Project). Solving case studies using the software and creating reports.</p>					
4. Teaching methods:					
Classical method (ex cathedra) using a blackboard, computer, projector, solving short case studies and solving project tasks in teams using a solver for solving mathematical models					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Activity during class		Yes	5.00	Oral exam	Yes
Colloquiums		Yes	40.00		
Project assignment		Yes	15.00		
Literature					
No:	Authors	Title		Publisher	Year

**Literature**

No:	Authors	Title	Publisher	Year
1	С. Крчевинац и др	Операциона истраживања 2	ФОН, Београд	2013
2	М. Мартић и др	Операциона истраживања 2 – збирка задатака	ФОН, Београд	2013
3	J.A. Lawrence, B.A. Pasternack	Applied Management Science	John Wiley & Sons Inc.	2002
4	М. Вујошевић	Методe оптимизације у инжењерском менаџменту	ФОН, Београд	2012

Teaching subject		Quality management of project				
Subject	01.000016					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Živković D. Nedeljko Glogovac G. Maja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring the latest academic and professional knowledge regarding the role, foundations, principles, levels and processes of project quality management. Training in project quality management during all phases of the project life cycle.						
2. Educational outcomes (acquired knowledge):						
The student's ability to understand, explain and apply the principles, approaches, processes and methods of quality management in all phases of project implementation in order to ensure that project requirements are met.						
3. Course content/structure:						
Theoretical teaching P-01: About the subject; P-02: Project quality management - concept, role and importance; P-03: Fundamentals of project quality management; P-04: Project requirements. Stakeholders and their requirements. P-05: Development of a project quality plan; P-06 and P-07: Ensuring the quality of material inputs to the project (work items, work equipment, tools, etc.); P-08: Ensuring the quality of human resources engaged in the project, P-09: Designing documentation for project quality management; P-10: Managing non-conformities and corrective measures in project implementation; P-11 and P-12: Standards and quality models in project management; P-13: Quality Management in Projects and ISO 10006 Practical teaching Project Experiences. Presentation of various case studies that will illustrate aspects that project managers will deal with in their daily practice.						
4. Teaching methods:						
Auditory, illustrative-demonstrative, verbal-textual, practical work methods.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	40.00
Seminar paper		Yes	20.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Недељко Живковић	Управљање квалитетом пројекта – скрипте са Lectures			2020	
2	Недељко Живковић, Маја Глоговац	Управљање квалитетом		ФОН	2015	
3	-	A Guideto Project Management Body of Knowledge (PMBOK guide)		NewtownSquare, Pennsylvania: Project Management Institute.	2017	
4	Kerzner Harold	Project Management – A System Approach to Planning, Scheduling, and Controlling, Eleventh edition		John Wiley&Sons, Hoboken, New Jersey	2013	



Teaching subject		Cost management				
Subject	01.I00020					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Ilić J. Bojan Backović M. Nemanja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Studying the cost management process, as well as the criteria for making managerial decisions about costs in order to increase company profits. Acquiring scientific and professional knowledge in the field of cost management in modern business.						
2. Educational outcomes (acquired knowledge):						
Competencies related to successful managerial management of organizational costs. Ability to apply new knowledge in solving business problems.						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>The process of managing the costs of an enterprise. Strategic approach to cost management. Actual, planned and standard costs. The process of planning costs. Standardization of direct and indirect costs - flexible cost plan. Methods of delimiting relatively fixed costs. Making managerial decisions based on marginal costs. Cost assessment using profitability graphs - algebraic and diagrammatic determination of the break-even point. Cost and price calculation. Cost analysis and formation of sales prices in the conditions of different market conditions. Costs and pricing in characteristic phases of the product life cycle. Cost control - preventive and corrective cost control. New concept and practice of managerial cost management by activities. The impact of costs and prices on the results of business operations of an enterprise in a competitive environment. Application of simulation methods in cost planning and control. Information support for cost management.</p> <p>Practical teaching</p> <p>Practical lessons follow the content and structure of Lectures and include: analysis of practical cases, application of methods for allocating relatively fixed costs, cost calculation, creative workshops.</p>						
4. Teaching methods:						
Lectures with student participation in interactive teaching, presentation of practical examples, case studies, creative workshops, exercises in solving specific managerial problems in the cost management process, consultations in the process of preparing seminar papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	55.00
Seminars		Yes	15.00			
Тестови		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Илић Б., Милићевић В.	Менаџмент трошкова – стратегијски оквир		Факултет организационих наука, Универзитет у Београду, Београд	2009	



Teaching subject		Quality planning				
Subject	01.000034					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Mijatović S. Ivana Glogovac G. Maja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring knowledge at the level of understanding and application in the field of quality planning; mastering the practical application of methods, techniques and approaches for quality planning and developing written communication skills specific to quality management.						
2. Educational outcomes (acquired knowledge):						
An active student is able to apply the studied concepts, methods, techniques and approaches in contemporary practice and has written communication skills specific to quality management.						
3. Course content/structure:						
Theoretical teaching P1. The concept of quality planning. The problem of quality. The concept of strategic and operational quality planning. Quality policies, strategies and objectives. Forced-Choice Model. P2. Analysis for the needs of quality planning. System and contingent approach as a basis for quality planning. Process mapping (relation maps, interfunctional process maps). P3. Quality plans. ISO 10005 analysis P4. Understanding and building quality chains. PCN diagram. Project quality and quality compliance with the project. P5. Values and quality culture. Quality and ethics P6. Quality planning techniques. The concept of Quality Planning Spreadsheet (QPS). The role of FMECA in the concept of QPS. P7. Identification of user requirements for quality. Critical incident technique. P8. Identification of user requirements for quality. Mystery shopper technique. P9. Application of content analysis in quality requirements identification techniques. P10, P11 and P12. Document management in a quality management system. Instructions for document formatting and marking. Document management procedure. P13. Instructions for using products and services. The concept of quality assurance. Manufacturer's declarations of conformity. Product withdrawal from the market. P14 and P15. Designing a complaint prevention and handling system according to ISO 10001, ISO 10002 and ISO 10003 standards.						
Practical teaching V1. Preparation for the development of project tasks. V2. Mapping customer-supplier relationships: application of the Relationship Map technique. V3. Process mapping: application of the Process Flow Diagram technique. V4. Process mapping: application of the Cross-functional Process Map technique. V5 and V6 Collecting user satisfaction data for quality planning purposes: SERVQUAL model; Kano questionnaire. V7. Preparing to create a user satisfaction questionnaire: determining the type of sampling; Determining the required number of respondents; Testing the questionnaire. V8. Software processing of research results. V9 and V10. Applying the concept of Quality Planning Spreadsheets: User table; User needs table. V11. Applying the concept of Quality Planning Spreadsheets: Product quality characteristics table. V12. Applying the concept of Quality Planning Spreadsheets: Process characteristics table; Management process characteristics table. V13. Applying the QFD method. V14, V15. Presenting project tasks.						
4. Teaching methods:						
Lectures and exercises use active learning methods based on real-world problems and case studies that have been specially developed for this subject. Lectures and exercises are conducted with active student participation through class discussions, interactive workshops, work on case study solutions in teams, and independent research.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	5.00	Oral exam	Yes	40.00
Project development and presentation		Yes	25.00			
Colloquiums		Yes	30.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Мијатовић И.	Планирање квалитета – ауторизована скрипта			2019	

**Literature**

No:	Authors	Title	Publisher	Year
2	Мијатовић И.	Наставни материјали из Планирања квалитета у електронском облику (текстови, студије случаја, интерактивне радионице, Homework и форуми)		2019
3	Foster TS	Managing Quality – Integrating Supply Chain, Six edition	Pearson	2017
4	Gryna F., Chua R., Defeo J.	Juran's Quality Planning and Analysis for Enterprise Quality	McGraw-Hill Series	2005
5	-	Standardi: ISO 9000, ISO 9001, ISO 10013, ISO 10001, ISO 10002, ISO 10003, ISO 10004, ISO 10005, SRPS ISO/IEC Guide 37, IEC 82079-1	ISO	2020

Teaching subject		Management accounting				
Subjecst	01.100019					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Barjaktarović Rakočević M. Slađana Obradović A. Tijana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced professional knowledge of the principles, concepts, methods and techniques of management accounting, necessary for making various business decisions, financial planning and analysis.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able to: Perform analysis, synthesis and prediction of solutions and consequences related to modern business, starting from management information requirements and basic management problems in modern enterprises; Understand the importance and role of management accounting for managers when classifying and analyzing business costs, solving complex problems of calculating relevant costs required for making numerous business decisions, i.e. applying various methods for making investment decisions. The student will be able to, relying on advanced knowledge of various methods of determining product costs, analyze the relationship between costs, volume and profit, apply advanced knowledge of various approaches to budgeting and parts of the master budget, i.e. apply skills in interpreting the results of financial analysis.						
3. Course content/structure:						
Theoretical teaching Place and importance of management accounting. Term, concept and classification of costs. Methods of determining product costs. Marginal costs and "CVP" analysis. Planning, budgeting and control. Flexible budgeting and variance analysis. Standard costs. Investment and risk analysis. Relevant costs for making business decisions. Financial analysis. Determining product and service prices. Transfer prices. Strategic management accounting. Managing financial performance.						
Practical teaching Preparing an income statement based on total and variable costs. Preparing a revenue and expense plan and a cash flow plan. Cost behavior analysis. Examples of using management accounting information to make various business decisions. Break-even point and margin of safety. Financing indifference point. Making decisions on credit policy towards customers. Activity-based costing. Budgeting. Preparing statements of total assets, net working capital and cash flow. Examples of investment decisions. Ratio analysis.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, case studies and workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	30.00	Written exam	Yes	70.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Жаркић Јоксимовић, Н., Барјактаровић Ракочевић, С. & Обрадовић, Т.	Управљачко рачуноводство		Београд: Универзитет у Београду, Факултет организационих наука	2016	
2	Garrison, R. H., Noreen, E. W. & Brewer, P.	Managerial Accounting		New York, NY: Mc Graw- Hill Education.	2018	
3	Bhimani, A., Horngren, C. T., Datar, S. M., & Rajan, M. V.	Management and cost accounting		Pearson Education Limited.	2015	



Teaching subject		Production and service planning			
Subject	01.000029				
Number of ECTS:	6				
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Rakićević M. Zoran Lečić Cvetković M. Danica				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Developing advanced academic and professional knowledge in the field of production and service process planning. Education for the application of methods, techniques, and software tools in production planning and service provision.					
2. Educational outcomes (acquired knowledge):					
The student possesses advanced academic and professional knowledge related to the field of production planning and service provision. Solves complex problems of short-term, medium-term and strategic production planning. Analyzes, forecasts and plans demand, sales and capacities of production resources, and is able to perform aggregate production planning, organize the process of integrated sales and operations planning, develop an operational production plan, and apply scheduling methods and techniques in production and service provision. Defines the success criteria of production plans and evaluates the resulting production schedules according to the defined success criteria.					
3. Course content/structure:					
Theoretical teaching Introduction to production and service planning; Fundamentals of planning and management, production and service planning; Types of production and service processes; Basic resources and resource planning. Strategic and long-term production and service planning. Planning models for environmental needs – Demand analysis and planning; Supply analysis and planning. Capacity analysis and planning. Aggregate production planning; Integrated sales and operations planning in the enterprise. Master production plan and material requirements planning in production and services. Operational production planning (problem of scheduling, scheduling and production sequencing); Problems of scheduling in production. Criteria for successful scheduling; Problems of scheduling in services. Classic exercises Demand analysis and planning; interdependence of prices and potential demand; Examples of time series analysis methods in demand forecasting. Analysis and planning of expenses and costs; Supply planning models; Analysis and planning of business results of the observed manufacturer. Capacity analysis and planning practical examples. Planning the required number of production workers; Method of distributing work to machines and performers; Analysis and planning of tools; Planning of adequate quantity and time of tool replacement. Determining the length of the operating period and optimal production volume; Scheduling, analysis of the production process of large-scale production of products (series): sequential, parallel and combined scheduling; Flow coefficient. Methods of solving sequencing and scheduling problems; Priority rules in scheduling, metaheuristics in scheduling problems. Laboratory exercises - work in software to support the process of planning production and providing services (POM for Windows, Lekin, Tableau).					
4. Teaching methods:					
Theoretical teaching in lectures, Practical teaching in exercises and laboratory exercises in computer rooms with interactive work of students on practical examples. Use of software used in solving planning problems in the domain of production and service planning. Visits to manufacturing and service enterprises, field teaching and practice.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Colloquiums		Yes	40.00	Oral exam	40.00
Seminar paper		Yes	20.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Омербеговић-Бијеловић, Ј.	Планирање и припрема производње и пружања услуга		ФОН, Београд	2006

**Literature**

No:	Authors	Title	Publisher	Year
2	Омербеговић-Бијеловић, Ј.	Планирање и припрема производње и услуга – у Excelu	ФОН, Београд	2005
3	Pinedo, M.	Planning and Scheduling in Manufacturing and Services (second edition)	New York: Springer Science+Business Media	2009
4	Ракићевић, З.	Планирање производње и пружања услуга – ауторизована скрипта са Lectures	ФОН, Београд.	2019



Teaching subject		Financial markets				
Subject	01.000022					
Number of ECTS:	6					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Bogojević Arsić T. Vesna Latinović M. Milica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced knowledge about the policies, concepts and specificities of operations in the financial market as part of the business environment that is of key importance for the successful operation of all participants in modern business conditions.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able, based on the acquired advanced professional knowledge: Masters the methods, procedures and processes present in the financial markets in the country and abroad; Identifies and explains the securities through which a company can raise capital and formulates a proposal on the manner and method of issuance, as well as to analyze and value stocks and debt securities, and to apply basic derivative securities for hedging, i.e. to achieve additional profit. Independently applies advanced knowledge of trading methods and strategies using a trading platform.						
3. Course content/structure:						
Theoretical teaching The concept, characteristics, functions, importance and classifications of the financial market. Objectives, participants, characteristics and subject of trading in certain parts of the financial markets. Risk and return. Valuation of securities. Specifics of trading in certain parts of the financial market. The concept, importance and types of stock market indices. Business on the market of derivatives. Practical teaching Institutional investors in the financial market. The role and importance of banks in the foreign exchange market. The role and importance of investment banks in the primary market of securities. Brokerage houses in the market of securities. Peculiarities of business on certain stock exchanges in the world. Valuation of short-term securities. Valuation of rights of common shareholders. Valuation of equity securities. Valuation of bonds. Examples of the use of debt securities. Examples of the use of certain derivative securities. Stock indices as a basis for investment decisions. Types of stock market orders.						
4. Teaching methods:						
Teaching is conducted through Lectures, classroom and laboratory exercises, and consultations. Students are actively involved in the teaching process through interactive discussion, exercises, homework, and research work.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Истраживачки рад		Yes	30.00	Oral exam	Yes	30.00
Colloquiums		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Богојевић Арсић В.	Тржиште хартија од вредности		Факултет организационих наука, Београд	2011	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**


Teaching subject		Metrology and normative quality regulation			
Subject	01.000036				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:	Kićanović Ž. Ana Rakić S. Ana				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Acquiring knowledge at the level of understanding the technical and organizational aspects of metrology. Understanding the principles of the functioning of the single European market, as well as the principles and content of the European New Approach directives and domestic technical regulations in this area.					
2. Educational outcomes (acquired knowledge):					
An active learner understands the concepts, importance and role of metrology and metrological infrastructure at the national, regional and international levels. An active learner understands the concepts and role of the European regulatory environment and understands the concepts - conformity assessment, certification, harmonised standards, market surveillance, notified bodies, CE marking, Serbian laws and regulations and Serbian conformity marking - and understands the mechanisms/procedures of their interconnection.					
3. Course content/structure:					
Theoretical teaching Concepts, development, importance and basic activities of metrology. Scientific metrology. Industrial metrology. Legal metrology. Metrology activities; Development of measures through history. Quantities, units of measurement and standards. The concept of certified reference material. The concept of traceability and calibration chain. The concept of reference procedures. The concept of measurement uncertainty. Measurement unity and other concepts in metrology; Legal metrology. History of legal metrology. European Union legislation relating to measuring instruments. European Union directives relating to measuring instruments and their implementation. Type approval and verification of measuring instruments. Responsibility of manufacturers and government responsibilities; The role of metrology in the quality infrastructure. Metre Convention; International, regional and national metrological infrastructures. Reference metrological laboratories. Certified reference materials in metrology. Inter-laboratory testing and comparisons; Measurements in industry. Specific requirements for technical or industrial metrology; Management and organization of a metrology department or sector within a company. Requirements of the ISO 9001 standard relating to the management of monitoring and measuring equipment. Concept and principles of application of European directives; Scope of application of the New Approach Directives; Responsibilities of all participants in the application of EU directives; Compliance of products with EU directives; Conformity assessment procedure; Notified bodies; CE marking; Market surveillance; Quality infrastructure in the application of European directives; Domestic regulations and the Serbian conformity mark; Content of the conformity assessment procedure; List of products covered by the New Approach Directives. Practical teaching Division of quantities; Development of a system of units; Hierarchy of standards. Types of errors; Measurement errors; Accuracy; Measurement uncertainty; Metrological characteristics of measuring instruments. Reference materials and their purpose; Metrological information. Concept and principles of application of European directives; Scope of application of New Approach directives. Examples; Responsibilities of all participants for the application of EU directives. Examples and explanations; Compliance with EU directives. Examples; Conformity assessment procedure; Notified bodies. Instructions for preparing a seminar paper; CE marking. Examples and explanations; Colloquium; Market surveillance. Examples and explanations; Domestic regulations and the Serbian conformity mark. Examples and explanations; Guidelines for the application of EU directives and Serbian regulations. Examples and explanations; Content of the conformity assessment procedure. Examples and explanations; List of products covered by New Approach directives. Examples; Presentation on defense of seminar paper					
4. Teaching methods:					
Lectures and exercises with active student participation, interactive workshops, case studies, practical problem solving, independent research, teamwork and presentation of solutions.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	5.00	Written exam	Yes
Homework		Yes	10.00	Oral exam	Yes
Colloquiums		Yes	20.00		
Seminar paper		Yes	15.00		



Literature				
No:	Authors	Title	Publisher	Year
1	Howarth, P., Redgrave F.	Metrologija	Direkcija za mere i dragocene materijale	2008
2	Bucher, L.J.	The Metrology Handbook	The measurement Quality Division, American Society for Quality ASQ	2012
3	De Silva, G.M.S.	Basic Metrology for ISO 9000 Certification	Butterworth Heinemann	2002
4	-	Изградња поверења – комплет алата за оцењивање усаглашености	International Organization for Standardization (ISO) and The United Nations Industrial Development Organization (UNIDO)	2010
5	др Војислав Божанић, мр Душан Стокић	Нормативно регулисање квалитета – европске нормe за производе	ФОН	2013
6	др Војислав Божанић, мр Душан Стокић	Нормативно регулисање квалитета – европске нормe за производе	ФОН	2013
7	-	Упутство за примену директива заснованих на Новом приступу и Глобалном приступу, издање 2006.	Дански Технолошки Институт-ДТИ, «SCG Quality»	2006



Teaching subject		Change management				
Subject	01.000008					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Todorović Lj. Marija Obradović Lj. Vladimir Jaško O. Ondrej Toljaga Nikolić V. Danijela					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Students will be enabled to acquire the latest knowledge in change management as a contemporary field of management. Through Lectures, practical examples and simulation of business changes, students will be enabled to master the processes, methods and techniques used in change management and understand the importance of change management for today's business.						
2. Educational outcomes (acquired knowledge):						
Students will understand the change management process, change management models, with a special focus on change implementation. Students will be able to apply the acquired modern academic and professional knowledge in change management, in order to seize opportunities and solve problems in the process of managing an organization. Students will be aware of the necessity of quick response in the business environment and acceptance of changes, demonstrating initiative in the management process.						
3. Course content/structure:						
Theoretical teaching Types of change. Concepts and models of change management. Change planning. Introduction of change. Control of introduction and implementation of change. Change management process in an organization. Resistance to change and methods of overcoming resistance. Leadership and change management. Concept and definition of organizational change. Types of organizational change. Levels of organizational change. Theories of organizational change. Concepts of organizational change.						
Practical teaching Introduction of program and organizational changes in our companies. Change management and organizational culture. Change management and company development. Change management using project management methodology. Change management and other management disciplines. Case studies.						
4. Teaching methods:						
Lectures, practical work methods, workshops, case studies, business games, collaborative learning, guided discussion.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	30.00
Practical teaching		Yes	30.00			
Seminars		Yes	30.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Dr Živko Dulanović, dr Ondrej Jaško	Organizaciona struktura i promene			2008	
2	Јовановић П.	Управљање променама		YUPMA, Београд	2006	
3	Котер Џ	Вођење промене		Желнид, Београд	1998	
4	Котер Џ.	Ледени брег нам се топи		Вулкан издаваштво. Београд	2007	

Teaching subject		Environmental management				
Subjесt	01.000015					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Ćirović D. Marko Petrović B. Nataša					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Providing knowledge in environmental change management, environmental management, environmental policies and analysis, environmental business, design and planning, education and consulting, but also traditional environmental knowledge and environmental law advocacy with a focus on the complex relationships between environmental science, management and responsible sustainable business, which require the connection of different multidisciplinary, interdisciplinary and transdisciplinary sciences. For these reasons, the course is based on new concepts of education that imply learning processes that are directly related to the goals of empowerment and critical thinking necessary for making environmental decisions in the future professional life of students.						
2. Educational outcomes (acquired knowledge):						
Analysis of ecological and social systems for the purpose of adequately managing environmental changes in the context of responsible business management. Application of environmental management methods with the aim of improving the environmental performance of the organization. Analysis of possible environmental management tools and their use in improving the environmental performance of organizations. Analysis and monitoring of the impact of the organization on the environment. Management, planning and implementation of comprehensive environmental activities. Development of teams and management of projects/programs for environmental protection. Application of scientific methods and techniques for solving environmental problems. Analysis of opportunities for the transition from a linear to a circular economy. Assessment and evaluation of the environmental and economic benefits of implementing a circular economy. Management of the use of all resources and preservation of the benefits and market value of products.						
3. Course content/structure:						
Theoretical teaching Fundamentals of environmental management. Environmental problems. Regional environmental problems. Global environmental problems/ecological crises. Development of environmental awareness. Sustainable development. Sustainable development strategies. Environmental management. Dilemmas and opportunities of environmental management. Establishment of environmental management. Penetration of formalized eco-management systems. Application of environmental management aspects. Ecological suitability of products. Integrated environmental management. Environmentally sustainable management of products and services: Design for the environment and the basics of the circular economy. Practical teaching Creative workshops, debates on current environmental topics, case analyses from practice and interactive educational discussions on the biggest environmental problems. Consideration and analysis of factors that led to environmental problems/environmental problems. Development of possibilities for the application of environmental management in practical business situations. Case study: environmental management. Consideration and analysis of factors that led to the development of formalized environmental management systems. Development and analysis of an organization's environmental policy/policy. Development and presentation of seminar papers and case						
4. Teaching methods:						
Presentation of content (ppt and multimedia presentations, educational films...). Interactive work on solving case studies. Discussions on a pre-defined and presented problem. Teamwork in creative workshops. Critical analysis, evaluation and synthesis of information, problems and issues when developing specific and independent research work by students when preparing seminar papers and study research papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	20.00	Written exam	Yes	10.00
Colloquiums		Yes	40.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Петровић, Н.	Handout-i ca Lectures		Београд: Факултет организационих наука	2020	
2	Петровић, Н.	Еколошки менаџмент, треће измењено и допуњено издање		Београд: Факултет организационих наука	2016	

**Literature**

No:	Authors	Title	Publisher	Year
3	Петровић, Н.	Управљање еколошком подобношћу производа	Београд: Задужбина Андрејевић	2013
4	Barrow, C.J.	Environmental Management-Principles and Practice	London and New York: Routledge	1999
5	Barrow, C.J.	Environmental change and human development: controlling nature?	London and New York: Routledge	2014
6	Barrow, C.J.	Environmental management for sustainable development, 2nd ed	London and New York: Routledge	2006
7	O'Riordan, T.	Environmental science for environmental management	London and New York: Routledge	1999
8	Radaković, J.A., Petrović, N., Milenković, N., Stanojević, K., & Đoković, A.	The improvement of students' higher environmental and climate change knowledge: A case study	Polish Journal of Environmental Studies	2017
9	Wilkinson, R.G. & Pickett, K.	The Spirit Level: Why Equality is Better for Everyone	London: Penguin	2010



Teaching subject		Investment management				
Subject	01.000018					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Petrović Č. Dejan Mihic M. Marko Mitrović M. Zorica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring modern academic and professional knowledge in the field of investment process management and using advanced methodologies, methods and techniques in the field of investment and business projects.						
2. Educational outcomes (acquired knowledge):						
Application of advanced academic and professional knowledge in the field of preparation and assessment of various investment and business projects, relating to methodologies, methods, techniques, theories, principles and processes. Students will be able to analyze and evaluate modern concepts of investment and business projects and to apply advanced methods for their preparation and evaluation.						
3. Course content/structure:						
Theoretical teaching General concepts of investments. Enterprise development process. Investment process management. Pre-investment study, preparation and assessment of investment projects. Development of an investment program. Cost-benefit analysis. Development of technical documentation. Construction of investment facilities. Investment financing. Organization of the investment service. Contents of the pre-feasibility study and feasibility study. Business plan. UNIDO methodology. Assessment of investment projects by the International Bank for Reconstruction and Development. Application of quantitative methods in solving investment problems.						
Practical teaching: Static criteria. Unit cost price. Investment payback period - static. Dynamic criteria. Net present value and unit net present value. Internal rate of return. Investment payback period - dynamic. Annuity criterion. Discounted investment criterion. Discounted cost criterion. Criteria for national (social) assessment. Methods for assessing investments in conditions of uncertainty. Methods of cost-benefit analysis. Presentation of the BusinessPlanPro software package. Application of a spreadsheet program for calculating criteria for investment decisions.						
4. Teaching methods:						
Auditory, illustrative-demonstrative, verbal-textual, practical work methods.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	20.00
Colloquiums		Yes	50.00	Oral exam	Yes	10.00
Seminars		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Јовановић П.	Управљање инвестицијама		ВШПМ, Београд	2013	
2	Јовановић П.	Инвестиционо одлучивање		Графослог, Београд	2000	



Teaching subject		Business informtionas systems				
Subjecst	01.IS0012					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Pantelić M. Ognjen					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Understanding and implementing business information systems, mastering the basic concepts of ready-made integrated software solutions.						
2. Educational outcomes (acquired knowledge):						
The student will be able to explain the characteristics of business information systems, analyze business systems and select the appropriate one for implementation. Distinguish and classify specific types of IS and their processes.						
3. Course content/structure:						
Theoretical teaching Integrated data processing. IS development and marketing. IS procurement and storage, IS quality system. IS production and maintenance. IS finance and accounting, IS human resources, IS development - ERP packages. IS in services - specifics. IS supply chains. IS e-business and the public sector. IS management. IT economics. Standards in IT business. Exam preparation.						
Practical teaching: Process modeling. Process modeling - more complex examples. Process modeling using software. Data dictionary. Data modeling. Data modeling - more complex examples. Data modeling using CASE tools. Using SQL query language. ERP MS NAV and SAP ERP - basic features. Independent work with ERP MS NAV and SAP ERP system. Preparation for Seminar paper. Use of Power Designer. Preparation of seminar paper. Preparation for Written exam.						
4. Teaching methods:						
Lectures accompanied by appropriate electronic presentations. Laboratory exercises based on illustrative and real examples, through interactive work with students. Students independently develop a selected project (Seminar paper).						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Seminar paper		Yes	40.00	Oral exam	Yes	60.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Огњен Пантелић, Ана Пајић Симовић	Збирка задатака из пословних информационих система		ИСБН 978-86-7680-355-2	2019	
2	David, L. Olson, Subodh, K.	Enterprise Information systems		World Scientific	2010	
3	David, L.Olson	Managerial issues of Enterprise resource planning systems		Univesity of Nebraska	2004	
4	Восиј, Р., Greasley, А., Hickie S.	Business information systems: technology, development and management for the modern business		Pearson	2019	
5	Wigand, R., Mertens, P.	Introduction to Business Information Systems		Springer	2003	
6	Огњен Пантелић	Power Designer – skripta		ФОН	2009	
7	Пантелић О., Бјеладиновић С.	Материјали у е-форми са сајта is.fon.bg.ac.rs		ФОН	2019	



Teaching subject		Statistics process control				
Subject	01.100001					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Radojičić A. Zoran Đoković M. Aleksandar					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introduction to basic methods of statistical process control and training in the application of these methods in solving practical problems.						
2. Educational outcomes (acquired knowledge):						
The contents of this course enable students to model and solve practical problems using statistical process control methods.						
3. Course content/structure:						
Theoretical teaching P01: Statistics, processes and control. P02: Understanding processes and the role of statistics. P03: Sampling for process control. P04: Variations and variation management. P05: Process parameters and their variability. P06: Selection of process control indicators. P07: Statistical process control graphs. P08: Parameters of statistical process control. P09: Cumulative process control indicators. P10: Statistical process adequacy indicators. P11: Problem solving and process improvement. P12: Process management based on statistical process control parameters. P13: Design of a statistical process control system. P14: Six Sigma. P15: Implementation of statistical process control. Practical teaching V01: Statistical tests and application to processes using the Minitab macro software package. V02: Process mapping and graphical displays in Minitab. V03: Data collection and presentation. V04: Data interpretation through Minitab. V05: Accuracy and precision measurement. V06: Averages, ranks and sample sizes. V07: Graphical display of statistical process control. V08: Types of graphs (np, p, c and u graphs). V09: Cumulative graphs and procedures. V10: Examples of statistical process control and drawing conclusions. V11: Statistical process control within software solutions, comparison (SPSS, MiniTab, Statistica). V12: Problem identification on graphs and stratification. V13: Practical work on statistical process control using the Minitab software package. V14: Measurement and tasks of the six sigma concept. V15: Practical tasks of statistical process control.						
4. Teaching methods:						
The classic way, using a blackboard and a computer.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	25.00
Colloquiums		Yes	40.00	Oral exam	Yes	25.00
Practical teaching		Yes	5.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Вуковић Н.	Статистичко закључивање		ФОН	2010	
2	Oakland S. J.	Statistical Process Control, Fifth Edition		Butterworth Heinemann, Elsevier Sciences, Oxford OX2 8DP	2003	
3	Ивковић З., Бањевић Д., Перуничкић П., Глишић З.	Статистика		Научна књига, Београд	1986	
4	Veroya C. F.	Introduction to Statistical Process Control, A Problem Solving Process Approach, 2 edition		Bookboon	2018	



Teaching subject		Training and development				
Subject	01.I00023					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Anđelković Labrović Z. Jelena Ivanović R. Tatjana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Developing advanced academic and professional knowledge and skills required for the training and development of employees in the organization with a special emphasis on training needs analysis and training design. Understanding the process and application of methods and techniques for employee development in the organization with the aim of attracting and retaining talent.						
2. Educational outcomes (acquired knowledge):						
Students possess advanced academic and professional knowledge in the field of education. They critically understand different forms of the educational process and the learning process in the organization and can critically analyze them. They are able to recognize the importance of training and employee development activities within Human Resources Management. They possess advanced professional knowledge about the design of the training process and the phases of that process so that they can conceptually design a training program. Students are able to integrate theoretical knowledge and experience in teams with mentoring support and conduct a training needs analysis on a concrete example.						
3. Course content/structure:						
Theoretical teaching Social development and education. Strategic approach to education and development. Educational processes in human resource management. Definition of development. Employee career development. Definition of training. Learning and human resource development. Definition of learning. Human resource management and training design. Human resource management and training management. Designing (projecting) training programs. The first phase in training design: needs analysis. Designing training programs. Classification of programs by content. Training methods. Designing training implementation. Designing training evaluation. Presentation of positive experiences from practice.						
Practical teaching Exercises follow the teaching units provided in the lectures, with special emphasis on the development of competencies necessary for conducting a training needs analysis. Definition of learning. Bloom's Taxonomy. Managing personal development. Conceptual definition of competencies, monitoring and evaluation of competencies. Analysis of jobs and work tasks and identification of competencies required for performing the job. Techniques for training needs analysis with a workshop. Training methods. Evaluation of the training process.						
4. Teaching methods:						
Lectures, exercises, interactive teaching: workshops, exchange of ideas and knowledge through group discussion, learning by example through case studies, mentoring and teamwork on the development of a project work on an agreed topic, presentation method.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Yes	20.00	Written exam	Yes	40.00
Проектни/Seminar paper		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Милосављевић Гордана	Тренинг и развој		ФОН	2008	
2	Raymond Noe	Employee Training & Development 7th ed		McGraw Hill	2016	
3	Blanchard, P.Nick, Thacker, James	Effective training: system, strategies and practices – 4th ed.		PEARSON Prentice Hall	2010	



Teaching subject		Quality control				
Subject	01.100002					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Živković D. Nedeljko Glogovac G. Maja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites None						
Conditions: None.						
1. Educational goal:						
Training students to: use quality control methods and techniques; design control plans and procedures; master methods for detecting and analyzing the causes of poor quality in organizational systems.						
2. Educational outcomes (acquired knowledge):						
Students' ability to solve problems related to the design and implementation of quality control in organizational systems.						
3. Course content/structure:						
Theoretical teaching P-01: About the subject; P-02: Introduction to quality control; P-03: Quality control system; P-04: Design of quality control system; P-05: Methods, procedures and techniques of quality control. Acceptance plans – concept and division. P-06 Acceptance plans – basic elements; P-07: Acceptance plans for attributive quality characteristics; P-08: developed acceptance plans for attributive quality characteristics; P-09: Statistical methods of quality control – Assessment of process capability and accuracy; P-10: Statistical methods of quality control – Control charts; P-11: Control charts for numerical quality characteristics; P-12: Control charts for attributive quality characteristics; P-13: Acceptance plans for numerical quality characteristics Practical teaching: Design of quality control for a selected product. Laboratory exercises with the application of quality control methods and techniques. Application of selected software tools in quality control.						
4. Teaching methods:						
Lectures, exercises, laboratory exercises, consultations, work on project assignments						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Лабораторијске вежбе		Yes	15.00	Written exam	Yes	40.00
Пројектни/Seminar paper		Yes	15.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Недељко Живковић, Маја Глоговац ауторизована скрипта	Контрола квалитета – збирка задатака са практикумом			2020	
2	Douglas C. Montgomery	Introduction to Statistical Quality Control			1985	



Teaching subject		Innovation management				
Subject	01.I00006					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Stošić A. Biljana Milutinović M. Radul					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Дефинисати и описати области моделовања, пројектовања и управљања процесима иновација и развоја производа, услуга, процеса, технологије, организације - од идеје до реализације.						
2. Educational outcomes (acquired knowledge):						
Примена знања и компетентности у области моделовања иновационих процеса; пројектовања и управљања свим фазама иновационих процеса и иновационим портфолијом; увођења иновационе метрике и утврђивања иновационих перформанси; управљања иновацијама на свим нивоима иновационог екосистема; софтверских решења и информационе подршке у области.						
3. Course content/structure:						
Теоријска настава Теорија иновација. Концептуални основи и типологија иновација. Иновације и промене. Иновације и развој нових производа, услуга, процеса, технологије, организације, маркетинга и др. Иновације пословног модела. Иновације као менаџмент процес и инжењерски процес. Иновације и предузетништво. Иновациона стратегија и ланац креирања вредности. Иновативна организација (типови, карактеристике, организациона структура и организациона култура). Основи управљања иновационим пројектима. Ризик и мрежа улога у иновационим процесима. Управљање идејама (идеација - прикупљање, евалуација и селекција). Модели иновационих процеса од линеарних до савремених (конвенционални, хибридни, отворени, агилни, лин) - преглед, анализа, развој и примена. Дигиталне платформе за иновације. Иновациони екосистем и инфраструктура: специјално, иновациони центри, пословни инкубатори, кластери и мреже. Национални иновациони систем. Иновационе перформансе и иновациони индикатори. Иновациона политика Европске уније и програми подршке. Интелектуална својина у управљању иновацијама (стратегија и облици).						
Практична teaching Методи подршке управљања иновацијама. Анализа и примена креативних метода идеације - генерисања идеја, предвиђања, евалуације и селекције иновационих пројеката и портфолија. Системи за менаџмент идеја. Развој и примена експертних система и система базираних на знању у управљању иновацијама. Софтверска подршка управљању иновацијама и иновационим пројектима. Студије случаја из области.						
4. Teaching methods:						
Lectures на основу припремљене PowerPoint презентације садржаја, приказ и анализа одабраних студија случаја, самостално истраживање студената и решавање проблема на основу добијених задатака, дискусије у вези са семинарским радовима, приказ специјализованих софтверских пакета из области кроз лабораторијске и Auditory exercises.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	10.00	Written exam	Да	20.00
Colloquiums		Да	20.00		Oral exam	Да
Practical teaching		Да	10.00			
Seminars		Да	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Стошић, Б.	Менаџмент иновација - иновациони пројекти, модели и методи		ФОН, Београд	2013	
2	Стошић, Б.	Иновације у технологији		ФОН, Београд	1997	
3	OECD, Eurostat	Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition.		OECD Publishing	2018	



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КЊИГА ПРЕДМЕТА - Менаџмент и организација

Literature

No:	Authors	Title	Publisher	Year
4	Chesbrough, H	Open Innovation Results: Going Beyond the Hype and Getting Down to Business	Oxford University Press	2020
5	Trott, P	Innovation Management and New Product Development	Prentice Hall	2017
6	Von Stamm, B	Managing innovation, design and creativity	John Wiley & Sons	2008
7	Garza-Reyes, J. A., Kumar, V., Martinez- Covarrubias, J.L., & Lim, M.K	Managing Innovation and Operations in the 21st Century	Productivity Press	2018

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Дигитални маркетинг				
Subject	01.000039					
Number of ECTS:	6					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Jović R. Marija Štavljanin B. Velimir Okanović Ž. Milan				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити
1,	Z00012	Маркетинг			Да	Да
Conditions:						
1. Educational goal:						
Развијање напредних знања студената која су потребна за разумевање кључних теоријских концепата и стања праксе у области дигиталног маркетинга, као и оспособљавање студената да стечена знања примене у организацијама						
2. Educational outcomes (acquired knowledge):						
Након савладавања предмета студент ће бити оспособљен да:						
- Примени стечена напредна академска знања о теоријама, принципима и процесима у дигиталном маркетингу креирању кампање дигиталног маркетинга, односно у комуникацији са циљним групама, креирању садржаја и успостављању интеракције са корисницима на интернету						
- Решава сложене проблеме у пракси дигиталног маркетинга						
- Примени стечена знања и вештине у вођењу сложених кампања дигиталног маркетинга самостално, са пуном одговорношћу и на етичан начин						
3. Course content/structure:						
Теоријска настава						
Основе дигиталног маркетинга. Екосистем дигиталног маркетинга. Платформе дигиталног маркетинга. Потрошач у дигиталном окружењу. Искуство потрошача. „Пут“ потрошача. Дигитално присуство. Веб сајт. Канали дигиталног маркетинга. Кампања дигиталног маркетинга. Маркетинг на претраживачима. Оптимизација за претраживаче. Плаћени маркетинг на претраживачима. Дисплеј оглашавање. Дисплеј мреже. Програмо оглашавање. Имејл маркетинг. Маркетинг на друштвеним медијима. Основе друштвених медија. Типови друштвених медија. Присуство на друштвеним медијима. Оглашавање на друштвеним медијима. Маркетинг базиран на садржају. Креирање садржаја. Метрика дигиталног маркетинга. Practical teaching						
Израда профила потрошача. Анализа „пута“ потрошача. Дефинисање циљева дигиталног маркетинга. Дефинисање канала дигиталног маркетинга. Претраживачи и начин рада претраживача. Планирање кључних речи. On-page и off-page оптимизација сајта за претраживаче. Праћење резултата претраживача. Алати за оптимизацију. PPC оглашавање. Платформе за оглашавање на претраживачима. Принципи рада дисплеј мрежа. Оглашавање на дисплеј мрежама (GDN). Праћење резултата дисплеј оглашавања. Имејл кампање. Слање и праћење резултата имејл кампање. Профил на друштвеним медијима. Оглашавање на друштвеним медијима (Facebook, Instagram). Алати за праћење друштвених медија. Креирање различитих типова садржаја. A/B тестирање. Уреднички календар.						
4. Teaching methods:						
Lectures, интерактивна дискусија, примери из праксе, учествовање у креативним радионицама и презентација резултата, лабораторијске вежбе, израда пројектног рада, консултације током израде пројектног рада.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam		
Activity during class		Да	10.00	Oral exam	Да	
Colloquiums		Да	30.00			
Пројектни/Seminar paper		Да	30.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Јовић М	Стратегије изградње поверења у е-трговини.		Београд: Задужбина Андрејевић	2016	
2	Chaffey D, Ellis-Chadwick F.	Digital Marketing: Strategy, Implementation and Practice, 7th edition.		Harlow, UK: Pearson Education Limited	2019	



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КЊИГА ПРЕДМЕТА - Менаџмент и организација

Literature

No:	Authors	Title	Publisher	Year
3	Tuten T.L, Solomon M.R.	Social Media Marketing, 3rd edition	Sage Publications	2017
4	Ryan D	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 4th edition	Kogan Page	2016

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Финансијска анализа продаје				
Subject	01.100038					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Milosavljević S. Miloš Dmitrović M. Veljko				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Циљ предмета је да студенте упозна са напредним знањима финансијске аналитике продаје, ослањајући се на теоријске и практичне методе и технике пословне метрике у финансијама и маркетингу, односно концепте вредновања кључних перформанси						
2. Educational outcomes (acquired knowledge):						
Након савладаног курикулума предмета студент је оспособљен да на основу стечених напредних стручних знања: Изврши критичку анализу финансијског пословања и продаје, односно да ситентизује и предложи потенцијална решења, односно да антиципира последице донетих одлука на основу аналитике продаје у претходном периоду; Приступи решавању конкретних проблема који су присутни у савременом пословању, ослањајући се на стечене вештине и напредна знања везана за финансијску анализу продаје, односно да буде оспособљен да решава сложене проблеме у области финансијске аналитике продаје (профитабилност по купцима, каналима продаје и каналима дистрибуције) и решавање сложених практичне проблеме у области вредновања бренда и управљања потраживањима од купаца.						
3. Course content/structure:						
Теоријска		настава				
Анализа перформанси производа, анализа ефикасности канала дистрибуције, анализа обима продаје производа, појам трошкова маркетинга и њихова класификација, анализа неопипљивих маркетинг индикатора: бренд производа и имиџ организације, анализа маркетинг профитабилности портфола производа, мерење доприноса сегмената остваривању профита у здравству, контрола над маркетиншким активностима на терену.						
Practical		teaching				
Алати и технике анализе профитабилности. Технике вредновање бренда. Управљање потраживањима од купаца.						
4. Teaching methods:						
Настава се изводи кроз Lectures, вежбе и консултације. Студенти се активно укључују у наставни процес кроз интерактивну дискусију, вежбе, израду домаћих задатака, студије случаја, радионице.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	30.00	Written exam	Да	40.00
				Oral exam	Да	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Жаркић Јоксимовић Н, Бенковић С, Милосављевић М.	Финансијски менаџмент		Факултет организационих наука, Београд	2013	
2	Farris, P. W., Bendle, N., Pfeifer, P., & Reibstein, D.	Marketing metrics: The definitive guide to measuring marketing performance		Pearson Education	2010	



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Међународни менаџмент				
Subject	01.100025					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Ilić J. Bojan Milić M. Tanja Bacović M. Nemanja				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Изучавање приступа, процеса, метода и техника међународног менаџмента који је неопходан са становишта успешног укључивања предузећа у међународно пословање. Стицање научних и стручних знања управљања међународним пословањем уз развој креативности						
2. Educational outcomes (acquired knowledge):						
Компетенције везане за комплексност ефективног управљања међународним пословањем савремених предузећа. Способности примене нових знања у пракси уз динамички приступ.						
3. Course content/structure:						
Теоријска настава Међународно пословање предузећа - приступи, модели, пракса. Институционализација светске привреде, анализа окружења и мултинационалне компаније. Релевантност и функције међународног менаџмента. Стратегије међународног пословања и креирање постојаних конкурентских предности. Методи управљања пословним трансакцијама у међународној трговини и значај трговинских компанија са аспекта међународног менаџмента. Компаративни менаџмент у контексту примене савремених метода и техника менаџмента. Глобализација пословања и регионалне економске интеграције. Креирање стратегијских предности предузећа у Conditioнсма глобализације. Управљање глобалним стратегијским алијансама. Трансформациони менаџмент и управљање међународним пословањем у привредама у транзицији. Стране директне инвестиције и мерење транснационалности предузећа. Улога културе у међународном менаџменту. Изазови међународног менаџмента везани за европске интеграције. Релевантност мерџера са аспекта међународног менаџмента. Дигитализација, међународни менаџмент и Интернет.						
Practical teaching Часови вежби прате садржај и структуру Lectures и укључују: разраду приступа и анализу модела међународног менаџмента, примену метода и техника међународног менаџмента, анализу случајева из праксе, креативне радионице, креирање стратегије међународног пословања, вежбе уз коришћење Интернета, интерактивну дискусију.						
4. Teaching methods:						
Lectures уз учешће студената у интерактивној настави, презентација примера из праксе, студије случајева, креативне радионице, вежбе решавања конкретних менаџерских проблема у међународном пословању, вежбе уз коришћење Интернета, консултације у процесу израде семинарских радова.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	10.00	Oral exam	Да	70.00
Seminars		Да	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Милићевић В.	Међународни менаџмент – новије тенденције		Факултет организационих наука, Универзитет у Београду, Београд	2015	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Пословно право			
Subject	01.100031				
Number of ECTS:	5				
Program(s) in which it is performed		MIO - Management and Organization, Elective subject			
UNO subjects					
Teachers:		Кривокапић Б. Ђорђе, Ванредни професор			
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Упознавање студената са основним институтима пословног права као и техникама и методама управљања пословним системима, преговарања пословних трансакција и решавања спорова у складу са правним оквиром					
2. Educational outcomes (acquired knowledge):					
Студенти су оспособљени да претражујући базе идентификују релевантне правне акте и правне норме које се примењују на пословање. Студенти разликују карактеристике привредних субјеката и познају њихов значај за пословање. Студенти су оспособљени да управљају процесима пословних преговора у вези са трговинском материјом, интелектуалном својином, радно правним односима. Студенти препознају када се примењују прописи у области заштите података о личности и могу проценити која врста усаглашавања је потребна, Студенти познају основне облике решавања спорова у привредном пословању.					
3. Course content/structure:					
Теоријска настава П01: Основе државе и права. Појам, развој и значај Пословног права. П02: Извори и хијерархија правних аката. Правна норма и економска анализа права, П03: Основе приватног права и својина. П04: Привредни субјекти. Предузетници. П05: Привредна друштва: врсте, карактеристике, оснивање, регистрација, индивидуализација и реорганизација. П06: Порези. П07: Преговори и закључење уговора. П08: Правни инструменти заштите потраживања. П09: Право интелектуалне својине и правна заштита пословних идеја. П10: Радно правни односи. Раскид уговора о раду од стране послодавца. П11: Право електронског пословања. П12: Заштита података о личности. П13: Право међународне трговине. П14: Решавање спорова у привредном пословању. П15: Арбитража и медијација.					
Practical teaching: Вежбе, Студије случаја Вежбе прате наставне јединице предвиђене предавањима кроз решавање студија случаја и укључују стицање практичних знања попут: претраживање базе правних прописа „Параграф“, претраживање јавних база података попут: Агенције за привредне регистре, Народне банке Србије, Централног регистра, депо и клиринг хартија од вредности, Завода за интелектуалну својину и других.					
4. Teaching methods:					
Класична Lectures. Метод разговора, демонстративни метод. Вежбе у рачунарској лабораторији кроз решавање студија случајева, учење кроз заједнички рад на решавању практичних проблема, самостално истраживање студената и решавање проблема на основу добијених задатака, консултације у изради пројектног задатка и самосталан рад студената кроз учење и израду пројектног задатка. Вежбе се изводе преко апликације за електронско учење MOODLE.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Да	5.00	Oral exam	Да
Colloquiums		Да	20.00		
Practical teaching		Да	45.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Кривокапић Д. Кривокапић Ђ. и други	Водич кроз закон о заштити података о личности и ГДПР: Тумачење новог правног оквира		ОЕБС Мислија у Србији и SHARE Фондација, Београд	2019
2	Љубиша Дабић и Луција Спировић-Јовановић	Пословно право		Економски факултет у Београду, Београд	2018
3	Владимир Водинелић	Грађанско право			2012
4	Слободан Перовић	Облигационо право			1990
5	Мирко Васиљевић	Компанијско право			2013



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Маркетинг логистика				
Subject	01.100048					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Kostić-Stanković M. Milica Cvetić V. Biljana				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions:						
1. Educational goal:						
СТИЦАЊЕ НАПРЕДНИХ АКАДЕМСКИХ И СТРУЧНИХ ЗНАЊА, КАО И ВЕШТИНА УПРАВЉАЊА ИНТЕГРИСАНИМ ПРОЦЕСОМ КОЈИМ СЕ АНАЛИЗИРА, ПРОГРАМИРА И ЗАДОВОЉАВА ТРАЖЊА И ОСТВАРУЈЕ КОНКУРЕНТНИ НИВО СЕРВИСА У ЖИВОТНОМ ВЕКУ ПРОИЗВОДА.						
2. Educational outcomes (acquired knowledge):						
ПО ЗАВРШЕТКУ ПРОЦЕСА УЧЕЊА СТУДЕНТ ЈЕ ОСПОСОБЉЕН ДА ЛОГИСТИЧКЕ ПОСЛОВЕ ПОСМАТРА КАО МАРКЕТИНШКИ ДЕТЕРМИНИСАНЕ, ДА РАЗУМЕ КОНКУРЕНТНЕ ПРЕДНОСТИ КОЈЕ ДОНОСЕ КООРДИНИРАНЕ И ИНФОРМАЦИОНО ИНТЕГРИСАНЕ АКТИВНОСТИ МАРКЕТИНГА И ЛОГИСТИКЕ И ДА У ПРАКСИ ПРИМЕНИ МЕТОДЕ И МЕХАНИЗМЕ РАЦИОНАЛНОГ И ЕФЕКТИВНОГ УПРАВЉАЊА ОДНОСИМА СА СНАБДЕВАЧИМА И КУПЦИМА.						
3. Course content/structure:						
Теоријска настава П-01: Уводне напомене о предмету и начину рада; П-02: Маркетинг, логистика и маркетинг логистика; П-03: Управљање тражњом и услугом купаца; П-04: Традиционални и интегрисани приступ управљања маркетинг логистиком; П-05: Концепт 5П; П-06: Дистрибутивни и маркетинг канали; П-07: Управљање залихама; П-08: Управљање односима са снабдевачима; П-09: CRM (Customer Relationship Management) и управљање сервисом потрошача; П-10: Трошковни аспекти маркетинг логистике; П-11: Индикатори перформанси у маркетинг логистици; П-12: Радио фреквентна идентификација RFID, бар код и QR технологија; П-13: Презентације семинарских радова.						
Практична teaching В-01: Дефинисање вредности за купца; В-02: Портеров ланац вредности; В-03: Критеријуми и методе сегментације купаца у ланцу вредности; В-04: Методе предвиђања тражње; В-05: Концепт ефикасног одговора потрошачу ECR; В-06: Менаџмент категорија производа; В-07: Планирање процеса дистрибуције; В-08: Модели управљања залихама сезонске робе; В-09: Софтверска подршка SRM (Supplier Relationship Management); В-10: Софтверска подршка CRM; В-11: Модел BSC (Balanced Scorecard); В-12: Симулација процеса набавке; В-13: Логистичка игра Lemonade Stand.						
4. Teaching methods:						
Lectures ex cathedra, интерактивне методе (креативне радионице и анализе студија случаја), вежбе и лабораторијске вежбе.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	10.00	Oral exam	Да	40.00
Practical teaching		Да	25.00			
Seminar paper		Да	25.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Васиљевић, Д., Цветић, Б., Даниловић, М.	Менаџмент логистике и ланца снабдевања, друго допуњено и проширено издање		ФОН, Београд	2018	
2	Folinas D., Fotiadis T.	Marketing and Supply Chain Management: A Systematic Approach		Taylor & Francis	2017	
3	Mason R., Evans B.	Marketing and Logistics Led Organizations: Creating and Operating Customer Focused Supply Networks		Kogan Page	2017	
4	Christopher, M., Peck, H.	Marketing Logistics		Butterworth- Heinemann, UK	2003	
5	Christopher, M.	Logistics & Supply Chain Management, 4th edition		FT Prentice Hall, Pearson Education Ltd	2011	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Интерперсоналне вештине у организацији				
Subjecst	01.100068					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Kovačević Z. Ivana Anđelković Labrović Z. Jelena Ivanović R. Tatjana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Развијање интерперсоналних вештина појединца потребних за рад у савременом радном окружењу применом техника потребних за разумевање себе, разумевање других, разумевање рада у тиму и преузимање лидерске улоге.						
2. Educational outcomes (acquired knowledge):						
Студенти разумеју концепт самосвести и умеју да примене алате за ауторефлексију. Способни су да анализирају и критички процењују понашање, ставове, вредности и потребе других. Кроз тимски рад демонстрирају вештине комуникације, конструктивно учествовање у раду тима и технике за решавање проблема у групним процесима. Способни су да дефинишу сопствени лидерски стил, вреднују лидерске вештине и процене значај стечених личних компетенција за управљање интерперсоналним односима у пословном окружењу.						
3. Course content/structure:						
Теоријска настава Развијање самосвести: Разумевање понашања, ставова, вредности и потреба. Коришћење алата за саморефлексију. Планирање и постављање циљева. Разумевање понашања других: Развој вештина комуникације (активно слушање, формулација поруке, конструктивна повратна информација, разумевање контекста комуникације, контрола емоција). Индивидуалне разлике у комуницирању. Стиливи комуницирања. Разумевање невербалне комуникације и несвесних порука. Вештине комуникације у дигиталном окружењу. Развој вештина прихватања различитости. Грешке у опажању других људи. Развијање вештина потребних за рад са другима: Индивидуалне разлике и прилагођавање улози у тиму. Фасилитација и инхибиција групних процеса и групна динамика. Групно решавање проблема. Групно одлучивање. Решавање конфликта. Развијање лидерских вештина: Мотивисање запослених. Стиливи лидерства. Менторисање и коучинг. Вођење састанака. Оснаживање појединаца кроз делегирање. Вођење виртуелних тимова. Practical teaching Развијање самосвести: Примена алата за ауторефлексију. Вежбе самопроцене (Џохаријев прозор, когнитивни стил, емоционалне реакције, особине личности). Вежбе за постављање циљева. Разумевање понашања других: Препознавање личног стила комуникације. Тренинг активног слушања, асертивности и конструктивне повратне информације. Развијање вештина потребних за рад са другима: Вежбе групног решавања проблема и групно одлучивања. Развијање вештина решавања конфликта методом играња улога. Развијање лидерских вештина: Увежбавање техника мотивисања. Идентификација стила руковођења. Симулација пословног састанка.						
4. Teaching methods:						
Lectures, интерактивна настава: радионичарски поступак, групна дискусија, студија случаја, играње улога, симулације, менторски и тимски рад.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Да	60.00	Written exam	Да	40.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Janasz, D.	Interpersonal skills in organisation		Tata McGraw-Hill Education	2006	
2	Robbins, S., & Hunsaker, P. L.	Training in interpersonal skills: Tips for managing people at work		Pearson Higher Ed	2011	
3	Бојановић, Р.	Психологија међуљудских односа		ДПС, Београд	2009	



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КЊИГА ПРЕДМЕТА - Менаџмент и организација

Literature

No:	Authors	Title	Publisher	Year
4	Вујић, Д	Компетенције за рад и руковођење	ДПС, Београд	2015
5	Дуцк, С.	Односи међу људима	Наклада, Слап. Загреб	2014



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Основе програмирања				
Subject	01.100005					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Влајић С. Сениша, Редовни професор					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites None						
Conditions: None.						
1. Educational goal:						
Упознавање студената са основним концептима програмског језика VisualBasic под MS Access-om. Представљање основних алгоритамских структура и алгоритама. Овладавање вештинама програмирања и оспособљавање студената за самостално решавање алгоритамских проблема. Подстиче критичко разумевања и примену обрађених концепата у решавању практичних задатака.						
2. Educational outcomes (acquired knowledge):						
Студент разуме структуре података у VisualBasic под MS Access-om. Студент може да препозна и идентификује коју структуру података треба да користи за решавања неког задатог проблема. Студент је у стању да препозна сложени проблем и рашчлани га на делове и исти реши применом процедура и функција. Студент зна да примени имплементирани процедуре и функције за решавање сличних проблема. Студент зна да креира кориснички интерфејс у складу са дефинисаним захтевима. Студент зна да приступи MS Access-om бази података и манипулише подацима који се налазе унутар ње директно из програмског кода.						
3. Course content/structure:						
Теоријска настава Увод у основне принципе програмирања. Типови података и променљиве. Алгоритамске структуре. Процедуре. Функције. Низови. Матрице. Слогови. SQL упити. Развојно окружење MS Access-a. Програмски језик VisualBasic под MS Access-om. Модули. Графички кориснички интерфејс. Догађаји и изузеци. Рад са табелама базе података преко recordset-a. Practical teaching Развојно окружење MS Access-a, Типови података и променљиве, Модули, Алгоритамске структуре. Низови. Процедуре. Функције. Матрице. Слогови. Графички кориснички интерфејс. Догађаји и изузеци. Рад са табелама базе преко recordset-a. Рад са студентима на изради логичке структуре семинарског рада.						
4. Teaching methods:						
Lectures у учионици уз примену рачунара. Вежбе у рачунарским лабораторијама, у мањим групама. Део вежби изводи наставник/сарадник, а студенти прате, а други део је резервисан за самосталан (индивидуални) рад студената уз надзор наставника. У изради семинарског рада наставник/сарадник помаже студенту да изради логичку целину.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Да	30.00	Oral exam	Да	50.00
Seminars		Да	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Проф. др Сениша Влајић	Основе програмирања		Златни пресек	2014	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Математика 3				
Subject	01.000027					
Number of ECTS:	5					
Program(s) in which it is performed		IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Stojanović A. Milica Mihić R. Olivera Boričić Joksimović B. Marija				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити
1,	Z00002	Математика 1			Да	Да
Conditions:						
1. Educational goal:						
Приказивање и објашњавање математичких садржаја који се односе на теорију обичних диференцијалних једначина и система диференцијалних једначина са применама, као и на елементе комплексних функција и Лапласове трансформације.						
2. Educational outcomes (acquired knowledge):						
Студенти ће анализирати и решавати једноставне класе диференцијалних једначина и система диференцијалних једначина. Студенти ће примењивати Лапласову трансформацију на решавање система линеарних диференцијалних једначина						
3. Course content/structure:						
Теоријска настава 1. Појам диференцијалне једначине (ДЈ). Пикарова теорема. 2. Методе решавања ДЈ првог реда. 3. ДЈ n-тог реда. Снижавање реда једначине. 4. Линеарне ДЈ реда n. 5. Системи ДЈ. Појам првог интеграла. 6. Системи линеарних ДЈ. Фундаментална матрица. 7. Системи линеарних ДЈ са константним коефицијентима. 8. Појам парцијалне ДЈ. 9. Појам функције комплексне променљиве. Коши-Риманови Conditions. Појам аналитичке функције. 10. Интеграл. Кошијева теорема и Кошијеве формуле. Резидуум. 11. Примена рачуна резидуума. 12. Дефиниција Лапласове трансформације. 13. Инверзна Лапласова трансформација. Мелинова формула. 14. Примена Лапласове трансформације на линеарне ДЈ и системе линеарних ДЈ. 15. Одабрана поглавља из математике. Practical teaching 1.- 2. Неке класе ДЈ првог реда. 3. Линеарне ДЈ са константним коефицијентима. 4. Метода варијације констаната за линеарне ДЈ. 5. Системи ДЈ. 6. Системи линеарних ДЈ са константним коефицијентима. 7. Метода варијације констаната за системе линеарних ДЈ. 8. Парцијалне ДЈ првог реда. 9-10. Примери функција комплексне променљиве. 11. Интеграл. 12. Рачун резидуума. 13. Лапласова трансформација. 14. Инверзна Лапласова трансформација. 15. Примена Лапласове трансформације.						
4. Teaching methods:						
Класични начин уз употребу табле и презентација на рачунару.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	5.00	Written exam	Да	20.00
Colloquiums		Да	25.00	Oral exam	Да	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	М. Стојановић, Д. Ђорић, Р. Лазовић, О. Мухић	Математика 3		ФОН	2015	
2	Н. Николић, Р. Лазовић, Н. Младеновић, Д. Џамић	Математика 3, Збирка задатака		ФОН	2014	
3	Д. Ђорић	Математика 3 - решени примери		ФОН	2009	



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Систем менаџмента здравља и безбедности на раду и животне средине				
Subject	01.000037					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Đurić B. Mladen Živković D. Nedeljko				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites						
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити		
1,	000033	Систем менаџмента квалитета	Да	Да		
2,	Z00013	Основе квалитета	Да	Да		
Conditions:						
1. Educational goal:						
Стварање основа за бављење проблематиком менаџмента здравља и безбедности на раду и животне средине, кроз проучавање одговарајућег система, упознавање са законима и пратећим подзаконским актима, као и разматрање стандарда за системе менаџмента који се примењују у овој области.						
2. Educational outcomes (acquired knowledge):						
Студент оспособљен да изради Акт о процени ризика за конкретан пословни систем и да учествује у раду на пројектовању система менаџмента здравља и безбедности на раду у складу са стандардима OHSAS 18001 и ISO 45001, као и животне средине у складу са ISO 14001						
3. Course content/structure:						
Теоријска настава П-01: Увод. Термини и дефиниције. Значај безбедности и здравља на раду и животне средине. Политика и циљеви; П-02: Превентивне мере, Послодавац и запослени у систему заштите на раду и животне средине, Одговорности; П-03: Документација система менаџмента здравља и безбедности на раду и животне средине; П-04: Разврставање опасности и штетности и процена ризика; П-05: Процена ризика – наставак; П-06: Радна средина. Опасне материје. Средства за рад. Инсталација и средства. Опрема личне заштите; П-07: Заштита за грађевинске објекте намењене за радне и помоћне просторије; П-08: Енергетски аспекти ризика; П-09: Заштита код грађевинских радова; П-10: Заштита у хемијско-технолошким процесима; П-11: Заштита у пољопривреди; П-12: Заштита од буке; П-13: Заштита од пожара и експлозије; Practical teaching: В-01: Увод у менаџмент здравља и безбедности на раду и животне средине; В-02: Израда политике здравља и безбедности на раду и животне средине; В-03: Објашњавање начина израде пројектног рада; В-04: Објашњавање појмова и начина процене ризика; В-05: Рад са чек листама; В-06: Средства за рад и алати у контексту заштите; В-07: Израда документације В-08: Лична заштитна средства и знакови заштите; В-9 до В-13: Примена захтева стандарда OHSAS 18001, ISO 45001 и ISO 14001; Посета компанији или приказивање филма о мерама заштите на раду; Израда пројектног рада кроз који студенти развијају Акт о процени ризика за конкретан пословни систем. Консултације се одржавају сваке недеље код предметног наставника и сарадника.						
4. Teaching methods:						
Lectures, вежбе, консултације, рад на пројектном, посета фабрици или приказ филма						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	5.00	Written exam	Да	30.00
Colloquiums		Да	20.00	Oral exam	Да	30.00
Пројектни/Seminar paper		Да	15.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	проф. др Александар Петровић, проф. др Војислав Божанић, доц. др Младен Ђурић	Ауторизована скрипта			-	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Literature				
No:	Authors	Title	Publisher	Year
2	-	Стандард ISO 45001:2018 Системи менаџмента здрављем и безбедношћу на раду – Захтеви са упутством за коришћење	Институт за стандардизацију Србије	2018
3	-	Стандард OHSAS 18001 Систем управљања заштитом здравља и безбедношћу на раду – Захтеви	Институт за стандардизацију Србије	2007
4	-	Стандард OHSAS 18002 Систем управљања заштитом здравља и безбедношћу на раду – Упутства за примену OHSAS 18001	Институт за стандардизацију Србије	2007
5	-	Стандард ISO 14001:2015 Системи менаџмента животном средином – Захтеви са упутством за коришћење	Институт за стандардизацију Србије	2015
6	-	Закон о безбедности и здрављу на раду	Службени гласник РС	2005
7	-	Приручник за процену ризика	Европска агенција за безбедност и здравље на раду	-



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Корпоративне финансије				
Subject	01.000023					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Bogojević Arsić T. Vesna Latinović M. Milica Obradović A. Tijana				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Циљ предмета је да студентима омогући стицање напредних знања о политикама, концептима и средствима корпоративних финансија и њиховој примени приликом доношења инвестиционих одлука, односно одлука о структури капитала и дивидендама.						
2. Educational outcomes (acquired knowledge):						
Након савладаног курикулума предмета студент је оспособљен да на основу стечених напредних стручних знања: Разуме, примењује и критички анализира кључне теорије, моделе, оквире и концепте корпоративних финансија; Решава сложене проблеме и формулише инвестиционе одлуке, одлуке о промени и одређавању структуре капитала, финансирању обртних средстава и расподели нето добитка. Студент ће бити у стању да разликује стратегије финансијског реструктурирања, изврши анализу и формулише адекватну стратегију, односно да предложи стратегије и тактике преузимања и одбране од преузимања. Самостално примењује моделе корпоративних финансија користећи Excel.						
3. Course content/structure:						
Теоријска настава Појам, циљна функција и средства корпоративних финансија. Појам и приступи буџетирању капитала. Појам и врсте пројеката. Правила за доношење инвестиционих одлука. Процена новчаних токова. Одлучивање у Conditionsма ризика. Управљање и финансирање обртних средстава. Структура капитала и фактори. Цена капитала. Приступи анализи структуре капитала. Промена структуре капитала. Корпоративне финансијске стратегије. Одлуке о дивидендама. Фактори и врсте дивидендне политике. Анализа дивидендне политике. Мерџери и аквизиције. Финансијски ризици и значај коришћења изведених хартија од вредности.						
Practical teaching Средства корпоративних финансија. Приступи буџетирању капитала. Правила за доношење инвестиционих одлука. Процена новчаних токова. Одлучивање у Conditionsма ризика. Управљање и финансирање обртних средстава. Структура капитала и фактори. Цена капитала. Приступи анализи структуре капитала. Промена структуре капитала. Корпоративне финансијске стратегије. Одлуке о дивидендама. Врсте и анализа дивидендне политике. Вредновање мерџера и аквизиција. Примери заштите од финансијског ризика у пословању на међународном тржишту.						
4. Teaching methods:						
Настава се изводи кроз Lectures, вежбе и консултације. Студенти се активно укључују у наставни процес кроз интерактивну дискусију, вежбе, израду домаћих задатака и семинарског рада и анализу студија случајева.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Seminars		Да	30.00	Written exam	Да	30.00
				Oral exam	Да	40.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Богојевић Арсић Весна	Корпоративне финансије		Факултет организационих наука, Београд	2014	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Рачунарски интегрисана производња			
Subject	01.000030				
Number of ECTS:	5				
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject			
UNO subjects					
Teachers:		Cvetić V. Biljana Danilović D. Miloš			
Number of hours of active teaching (weekly)					
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00		2.00	0.00	0.00	0.00
Course prerequisites					
No:	Subject designation	Назив предмета		Мора се одслушати	Мора се положити
1,	000001	Операциона истраживања 1		Да	Да
2,	000028	Lean логистика		Да	Да
Conditions:					
1. Educational goal:					
СТИЦАЊЕ ЗНАЊА И ЛАБОРАТОРИЈСКОГ ИСКУСТВА ИЗ ИНТЕГРИСАНЕ УПОТРЕБЕ РАЧУНАРА У СВИМ СЕГМЕНТИМА ПРОИЗВОДЊЕ.					
2. Educational outcomes (acquired knowledge):					
СТЕЧЕНА ЗНАЊА И ЛАБОРАТОРИЈСКО ИСКУСТВО ЗА РЕШАВАЊЕ СЛОЖЕНИХ ПРОБЛЕМА У РАЧУНАРСКИ ИНТЕГРИСАНОЈ ПРОИЗВОДЊИ КОРИШЋЕЊЕМ КВАНТИТАТИВНИХ АНАЛИЗА И СОФТВЕРСКОГ АЛАТА OPERATIONS MANAGEMENT.					
3. Course content/structure:					
Теоријска настава П-01: Уводна Lectures; П-02: Школе рачунарски интегрисане производње(CIM); П-03: Један приступ CIM; П-04: Основе производње и аутоматизације; П-05: Флексибилни аутоматизовани унутрашњи транспорт; П-06: Флексибилни аутоматизовани складишни системи; П-07: Групна технологија; П-08: Флексибилни производни системи; П-09: Флексибилне аутоматизоване проточне линије; П-10: Флексибилни аутоматизовани монтажни системи; П-11: Флексибилна аутоматизована контрола квалитета; П-12: Системи планирања и управљања у CIM; П-13: Виртуелни реални CIM системи.					
Practical teaching В-01: Уводне вежбе; В-02: Планирање материјалних потреба 1/2; В-03: Планирање материјалних потреба 2/2; В-04: Тест 1; В-05: Квантитативна анализа система аутоматизованих вођених возила; В-06: Квантитативна анализа система аутоматизованог ускладиштења/искладиштења; В-07: Квантитативна анализа тока производње; В-08: Квантитативна анализа производних ћелија; В-09: Тест 2; В-10: Решавање проблема распореда ћелија; В-11: Решавање проблема редоследа делова; В-12: Решавање проблема уравнотежења линије; В-13: Тест 3.					
4. Teaching methods:					
Lectures ex cathedra, интерактивне методе (креативне радионице и студије случајева) и практичне (лабораторијске) вежбе.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Да	20.00	Oral exam	Да
Colloquiums		Да	30.00		
Seminars		Да	20.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Илић, Оливер Р.	Рачунарски интегрисана производња, друго издање		ФОН, Београд	2015
2	Илић, Оливер Р.	Рачунарски интегрисана производња, Lectures у е-форми		ФОН, Београд	2020
3	Даниловић, М.	Operations Management, softverski paket		ФОН, Београд	2020
4	Irani, S.A. and H. Huang	Hybrid Cellular Layouts, New Ideas for Design of Flexible and Lean Layouts for Jobshops		Department of Industrial, Welding and Systems Engineering, The Ohio State Univeristy, Columbus, OH 43210	2005



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КЊИГА ПРЕДМЕТА - Менаџмент и организација

Literature

No:	Authors	Title	Publisher	Year
5	Groover, M. P.	Automation, Production Systems, and Computer-Integrated Manufacturing, 4th edition	Pearson Higher Education, Inc., Upper Saddle River, Nj 07458, USA	2015

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Управљање иновационим пројектима				
Subject	01.000019					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Stošić A. Biljana Milutinović M. Radul					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Define and describe the field of innovation project management from idea to implementation; modeling of innovation projects; evaluation of innovation portfolio; determining the performance of projects and portfolios.						
2. Educational outcomes (acquired knowledge):						
Ability to apply knowledge and competence to recognize and understand innovation projects as a special category of projects based on specific characteristics; ability to define and analyze goals and methods of managing this category of projects; ability to manage innovation projects (development of a new product/service/process) and innovation portfolio.						
3. Course content/structure:						
Theoretical teaching The concept of a project and an innovation project. Innovation projects as a specific category of projects - key dimensions. Innovation project objectives. Innovation project management from idea to implementation - phases, elements, activities. Overview and application of modern approaches to innovation project management (hybrid, open, agile and lean). Management of the early stages of innovation projects (concept development and innovative solution design). Management of prototype development and testing. Management of project output commercialization and post-implementation activities. Characteristics of radical and incremental innovation projects. Value created by innovation projects. Innovation project portfolio management - objectives, categories, methods and techniques. Evaluation of innovation project activities in relation to strategic dimensions. Fundamentals of methods and techniques of innovation project management. Resource planning. Organization for innovation project management. Innovation project team. Risk management of innovation projects (planning, identification, analysis). Monitoring and control of the implementation of innovation projects. Reporting system on the implementation of innovation projects. Overview of software solutions in the field of innovation project and portfolio management.						
Practical teaching Application of modern approaches to innovation project management. Examples of implementation of product and service innovation projects. Examples of application of indicators for expressing the created value of an innovation project. Examples of evaluation of projects in the portfolio (time, risk, value, type of innovation project, implementation). Fundamentals of methods and techniques of project management on examples of innovation projects. Application of specialized software and case studies from the field.						
4. Teaching methods:						
Lectures based on prepared PowerPoint presentations of the content, presentation and analysis of selected case studies, independent student research and problem solving based on assigned tasks, discussions regarding seminar papers, presentation of specialized software packages in the field through laboratory and auditory exercises.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	20.00
Colloquiums		Yes	15.00		Oral exam	Yes
Practical teaching		Yes	10.00			
Seminars		Yes	15.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Стошић, Б.	Менаџмент иновација - иновациони пројекти, модели и методи		ФОН, Београд	2013	
2	Cooper, R. G.	Winning at new products: Creating value through innovation		Basic Books	2011	
3	Ullman, D	The Mechanical Design Process (5th ed.)		McGraw-Hill	2015	

**Literature**

No:	Authors	Title	Publisher	Year
4	Ulrich, K., & Eppinger, S.	Product Design and Development (6th ed.)	McGraw-Hill Education	2016
5	Ottosson, S.	Developing and Managing Innovation in a Fast Changing and Complex World	Springer International Publishing	2019



Teaching subject		Organizational design				
Subjecst	01.000010					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Čudanov J. Mladen Jevtić N. Miloš					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites None						
Conditions: None.						
1. Educational goal:						
The aim of the course is to train and equip students in organizational design through acquiring knowledge about the basic elements and models of organizations, typical and contemporary models of organizational structure, dimensions and factors of organizational structure and the process of designing organizational structure, as well as to develop appropriate skills in the application of practical organizational design methods.						
2. Educational outcomes (acquired knowledge):						
Acquiring advanced academic and professional knowledge in the field of organizational systems design and developing skills to provide appropriate solutions for the successful functioning of organizational systems operating in a modern environment. Applying theoretical organizational models in solving practical problems in the process of designing organizational systems. Training students to design and improve organizational structure, business processes, as well as various systems in the organization (reward systems, employment, promotion, development, etc.). Independent management of organizational development projects and improvement of organizational systems.						
3. Course content/structure:						
Theoretical teaching Fundamentals of organizational design. Elements of organization. Organizational models. Organizational structure – definition. Dimensions of organizational structure – division of labor, departmentalization, decentralization, coordination, formalization. Design procedure and factors of organizational structure construction. Process approach to organizational design. Organizational structure models. Network models of organizational structure. Transaction costs Outsourcing. Human factor in organization and organizational culture. Practical teaching: Exercises, Other forms of teaching, Study research work Methods of data collection and analysis. Division of labor – specialization. Coordination in organization. Departmentalization and grouping of activities. Decentralization and decision-making in organization. Rules for drawing organizational charts. Process approach to organizational design. Basic determinants of the enterprise – vision, mission, goals. Modern models of organizational structure. Control centers. Simulation of business processes on selected case studies. Methods of researching organizational culture.						
4. Teaching methods:						
Monologue method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks given.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	30.00	Oral exam	Yes	70.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Јашко, О., Чуданов, М., Јевтић, М. & Кривокапић, Ј.	Организациони дизајн: приступи, методе и модели		Београд, Србија: Факултет организационих наука	2017	
2	Јашко, О., Чуданов, М., Јевтић, М. & Кривокапић, Ј.	Пројектовање организације		Београд, Србија: Факултет организационих наука	2013	
3	Дулановић, Ж. & Јашко, О.	Организациона структура и промене		Београд, Србија: Факултет организационих наука	2007	



Literature

No:	Authors	Title	Publisher	Year
4	Mintzberg, H.	The Structuring of Organizations	UpperSaddleRiver, NewJersey, USA: Prentice-Hall, Inc.	1979
5	Kates, A. & Galbraith, J.R.	Designing Your Organization	SanFrancisco, USA: Jossey-Bass	2007
6	Recardo, R. J.	Organizational Design: A Practical Methodology and Toolkit	Amherst, Massachusetts, USA: HRD Press, Inc.	2015



Teaching subject		Пројектовање производних и услужних система				
Subject	01.000011					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Slović R. Dragoslav Simeunović P. Barbara Stojanović D. Dragana Tomašević B. Ivan				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introducing students to the concepts of designing production and service systems. Students will learn how to analyze the elements and design the structure of production and service systems, organize and improve work processes in space and time, using specific engineering and management methods.						
2. Educational outcomes (acquired knowledge):						
By studying the subject, students acquire advanced academic and professional knowledge that enables critical understanding and application of specific engineering and management methods, as well as skills for independent and team work to solve complex problems of determining resource needs, designing material flows and equipment layouts, processes and work methods, analyzing basic parameters of production and service systems, and selecting locations.						
3. Course content/structure:						
Theoretical teaching: Design of production and service systems: subject, procedure, instruments, objectives. Concept, importance and development of design of production and service systems. Design, installation, improvement and management of production and service systems. Structure of production and service systems. Traditional and lean production and service systems. Resources of production and service systems. Strategies of production and service provision. Planning of processes and operations. Quantitative analysis of processes. Design of material flows. Design of equipment layout, processes and work methods. Development of procedures and instructions for work. Design of line production systems. Organization of production of several types of products with the same means of work (series models). Factors of location selection. Methods and techniques of location selection. Practical teaching: Demonstration of methods and techniques necessary for the development of a project task. Positioning of processes on the "Product-Process" matrix. Basic parameters of production and service systems. Quantitative process analysis. Production classification and selection of production strategy based on volume coefficient. Selection of appropriate type of working capital. Determination of the number of required workplaces and inter-operational stocks in the line. Determination of workplace layout. Balancing of lines. Lines with intermittent and continuous movement of work items. Serial production of several types of products with the same working capital. Determination of material losses. Location selection factors - examples from practice and case studies. Point evaluation method and weighting coefficients. Network method. Theory of constraints.						
4. Teaching methods:						
monologue method, conversation method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks received, consultations in developing a project assignment and independent student work through learning and developing a project assignment.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	20.00			
Project assignment		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Радовић М.	Пројектовање производних система		ФОН, Београд	2008	
2	Радовић М.	Производни системи, производња, анализа и управљање, примери и задаци		ФОН, Београд	2007	
3	Bellgran M., Säfsten K.	Production Development: Design and Operation of Production Systems		Springer-Verlag, London	2009	
4	Slack, N., Brandon-Jones, A.	Operations and process management: principles and practice for strategic impact		Pearson, UK	2018	



Teaching subject		Strategic marketing				
Subject	01.000040					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Janičić R. Radmila Damnjanović Ž. Vesna Jović R. Marija				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета		Мора се одслушати	Мора се положити	
1,	Z00012	Marketing		Yes	Yes	
Conditions:						
1. Educational goal:						
Students will learn how to conduct strategic analysis, strategic implementation, and strategic control in order to achieve a better position in a competitive market.						
2. Educational outcomes (acquired knowledge):						
Advanced knowledge in the implementation of strategic marketing plans.						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>The concept and importance of strategic marketing. Strategic analysis. Strategic planning and marketing management process. Organizational portfolio plan. Market opportunity analysis. Market trend analysis. Competition analysis. Industry tipping point analysis. Environmental analysis. Market growth and share matrix. Core competency comparison. Analysis of new consumer and service user requirements. Specific techniques for analyzing the market, environment, competition and consumer/service user needs. New trends in strategic analysis. Analysis of strategic marketing planning levels. Defining strategic marketing planning steps. Defining the company's vision, mission and values. Defining corporate goals and strategies. Defining marketing goals and marketing strategies. Developing marketing strategies. Marketing strategy and product mix planning. New product development strategy. Product positioning strategy. Pricing strategy. Distribution and sales strategies. Globalization of the market and global marketing strategies. New trends in strategy development. Implementation of strategies in the market. Implementation of strategies in new market conditions. Adaptation of marketing strategies in the conditions of technological changes and new ways of communication. Strategic marketing in the digital environment. Development of organizational support in the process of strategic marketing planning. Strategic marketing planning in specific business areas. Planning of financial elements in the process of strategic analysis, implementation and control. Elements of strategic control.</p> <p>Practical teaching</p> <p>Workshops will be organized during the exercises where students will solve case studies from practice. Interactive focus groups will be organized during the exercises, where students will have the opportunity to give their opinions on practical problems and ways to solve them. Students will work in teams on project work, which will sublimate the knowledge acquired in lectures, and will be applied to a specific case study. In this way, they will solve real-life situations from practice and be prepared for the challenges of work tasks when they get hired..</p>						
4. Teaching methods:						
Lectures, discussions, case study analysis, learning through collaborative work on solving practical problems, independent student research.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	30.00
Practical teaching		Yes	30.00			
Seminars		Yes	30.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Филиповић, В, Јаничић, Р.	Стратешки маркетинг		Београд: ФОН	2011	
2	Kotler, Ph, Keller, L.	Маркетинг менаџмент		Београд: Дата Статус	2017	



Literature				
No:	Authors	Title	Publisher	Year
3	Gilligan, M., Colin, R, Wilson, R	Strategic Marketing Planning	Beograd: Data Status	2009



Teaching subject		Modeling business processes				
Subjecst	01.IS0011					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Aničić M. Nenad Petrović V. Marko					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Understanding and using the theoretical foundations and practical knowledge necessary for modeling business processes and learning the basic techniques for their effective automation.						
2. Educational outcomes (acquired knowledge):						
Students will be able to analyze, identify and describe business processes using appropriate formal methods, and then use modern software systems to define and automate them.						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>The concept of business processes (BP). Organizational systems modeling. Theoretical foundations of BP modeling. Petri nets, State transition diagrams, Object life cycles. UML Activity diagram. BPMN standard: process, collaboration, choreography and conversation diagrams. Basics of business process modeling methodology. Business process analysis. Hierarchical decomposition. Business process specification. Other standards in business process modeling. Specification of flexible and loosely structured business processes - CMMN standard language. Specification of business decisions and rules - DMN standard language.</p> <p>Process-based information systems. Business process management systems. Methods of implementing business processes.</p> <p>Practical teaching</p> <p>Examples of BP. Relationship to other management disciplines. Petri nets and UML State transition diagrams. UML Activity diagram. Examples in PP modeling. Business process analysis. PP specification. Examples of BPMN PP models: process, collaboration, choreography and conversation diagrams. Examples of CMMN and DMN models. Use of software tools for specification and automation systems. Example of PP implementation.</p>						
4. Teaching methods:						
Lectures accompanied by appropriate electronic presentations. Exercises based on illustrative and real examples, through interactive work with students. Case studies of business process implementation.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	40.00	Written exam	Yes	50.00
Written exam		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Michael Havey	Essential Business Process Modeling, ISBN: 978-0596008437		O'Reilly Media	2005	
2	Jakob Freund, Bernd Rucker	Real-Life BPMN, 4th Edition		Independently published,, ISBN-13: 978-1086302097	2019	
3	OMG	Business Process Model And Notation		OMG	2014	
4	OMG	Case Management Model and Notation		OMG	2016	
5	OMG	Decision Model and Notation		OMG	2021	

**Literature**

No:	Authors	Title	Publisher	Year
6	С. Нешковић, Н. Аничич, Д. Стојимировић	Слајдови саLectures у електронској форми	ФОН	2020
7	Bruce Silver	Bpmn Method and Style, 2nd Edition, with Bpmn Implementer's Guide: A Structured Approach for Business Process Modeling and Implementation Using Bpmn 2.0, 9/17/11 Edition	Cody-Cassidy Press, ISBN: 978-0982368114	2011
8	Bruce Silver	DMN Method and Style: A Business Pracitioner's Guide to Decision Modeling, 2nd Edition	Cody-Cassidy Press, ISBN- 13 : 978-0982368176	2018



Teaching subject		Brand management				
Subject	01.000024					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Štavljanin B. Velimir Cicvarić Kostić M. Slavica Kostić-Stanković M. Milica				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити
1,	Z00012	Marketing			Да	Да
Conditions:						
1. Educational goal:						
Acquiring advanced academic and professional knowledge related to brand theory and the principles of creating distinctive customer value. Train students in planning, implementing and evaluating brand management activities.						
2. Educational outcomes (acquired knowledge):						
After successfully completing the course, students are able to:						
<ul style="list-style-type: none"> • Analyze and apply theoretical and practical concepts of brand management. • Plan, develop and evaluate a brand strategy for a specific market. • Critically review and evaluate individual brand management activities that position and maintain a recognizable value for customers. • Apply the skills needed to develop a brand and maintain value throughout the brand life cycle. 						
3. Course content/structure:						
Theoretical teaching Brand concept. Customer value and the concept of added value. Historical development of the brand. Brand categorization. Benefits of brand development for customers and the organization. Brand application area - product, service, organization, geographical area, people, ideas, trademarks. Brand elements - name, logo, design, personality, message. Brand essence, identity and positioning. Brand management process - creation, strategy planning, maintenance and growth, measurement. Communications as part of the brand strategy. Traditional communications. Digital communications. Brand extension. Brand architecture and brand portfolio management. Brand innovations. Brand in international business. Global vs. local brand. Country of origin effect. Brand presence strategies in the international market. Practical teaching Introduction to relevant domestic and international institutions and organizations. Analysis of practical examples. Development of brand elements. Identity development models and brand positioning. Development of the brand's communication mix. Brand development strategies. Brand presence strategies on the international market. Development and defense of project work.						
4. Teaching methods:						
Lectures illustrated with audio-visual aids, interactive discussion, work in small groups, solving and presenting case studies, independent research by students, consultations in the preparation of project work and independent work by students through learning and preparation of project work						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Project development and presentation		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Цицварић Костић, С.& Штавлјанин, В	Бренд менаџмент – креирање препознатљиве вредности		Београд: ФОН	2020	
2	De Chernatony, L., McDonald, M., & Wallace., E.	Creating Powerful Brands		Oxford: Butterworth-Heinemann, Elsevier	2011	
3	-	Додатна Literature према потреби, у договору са предметним Teachersма и сарадницима			2020	



Teaching subject		Project management software support				
Subject	01.000042					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Mihic M. Marko Bjelica Lj. Dragan Mitrovic M. Zorica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Gaining up-to-date knowledge of available project management software packages. Preparing and adapting basic project processes and functional areas and mastering how to use project, program and portfolio management software packages.						
2. Educational outcomes (acquired knowledge):						
Application of project management software packages in the process of planning, monitoring and controlling projects, programs and portfolios, as well as outlining and mapping the basic functional areas of project management within the software packages.						
3. Course content/structure:						
Theoretical teaching Modern project management, Comparative analysis of project management software, Managing a single project using software packages, Managing multiple projects using software packages, Collaboration tools in a multi-project environment, MS Project, PrimaveraEnterprise						
Practical teaching Defining initial data about the company Project modeling and analysis of project elements Determining plan variants and forming a base plan Plan correction and reporting Defining individual projects that compete for shared resources Multiple project planning Reporting and monitoring project implementation Financing and material planning for multiple projects						
4. Teaching methods:						
Auditory, illustrative-demonstrative, verbal-textual, practical work methods.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	30.00			
Seminars		Yes	30.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Петровић Д, Михаић М, Бјелица Д	Софтверска подршка управљању пројектима, скрипта			2020	
2	Петровић Д, Михаић М, Бјелица Д	Приручник за употребу софтверског пакета Microsoft Project, скрипта			2020	
3	Kerzner Harold	Project Management – A System Approach to Planning, Scheduling, and Controlling, Eleventh edition		John Wiley&Sons, Hoboken, New Jersey	2013	



Teaching subject		Performance and earnings management				
Subject	01.000012					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Slović R. Dragoslav Simeunović P. Barbara Stojanović D. Dragana Tomašević B. Ivan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introducing students to job design and performance-based compensation systems. Students will learn how to analyze, design, and evaluate jobs, determine employee performance, and design and manage compensation systems, using specific engineering and management methods.						
2. Educational outcomes (acquired knowledge):						
By studying the subject, students acquire advanced academic and professional knowledge that enables critical understanding and design of performance-based compensation systems, as well as skills for independent and team work to solve complex problems of design and evaluation - job evaluation and performance and compensation management.						
3. Course content/structure:						
Theoretical teaching: Performance and salary management: subject, procedure, instruments, objectives. Concept, importance and development of salary systems. Design, setting up, managing and improving salary systems. Explanation of basic concepts: job, workplace or position, task, performance, performance, salary. Analysis and design of jobs. Job descriptions. Systematization of jobs, workplaces and tasks. Determining the value of jobs. Designing the structure of basic salaries. Determining standard and achieved performance - the performance of performing jobs and tasks. Designing a system of incentive salaries based on the achieved individual and group performance. Models of incentive salary payments based on the division of the effects of increasing productivity. Administration of the salary system. Calculation of salaries. Practical teaching: Analysis and design of jobs. Creation of a list and job descriptions. Creation of a systematization of jobs, tasks and workplaces - positions. Determining the value of jobs using global methods - ranking and classifying jobs, using analytical methods - comparing and scoring jobs and using the market price of labor method. Determining basic salaries. Simple analytical scoring method. Hay's job evaluation method. Patterson's job evaluation system. Determining standard and achieved performance of jobs and tasks. Scanlon's, Rucker's and Improser's plan for sharing the effects of increasing productivity. Developing procedures and documents for the administration of the salary system - monitoring, recording and calculating the achieved performance and salaries. Salary calculation procedure.						
4. Teaching methods:						
monologue method, conversation method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks received, consultations in developing a project assignment and independent student work through learning and developing a project assignment.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	20.00			
Project assignment		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Петровић Б.	Проучавање рада		ФОН, Београд	1996	
2	Словић Д.	Управљање перформансама и зарадама, скрипта		ФОН, Београд	2013	
3	Hendersen R. I	Compensation Management in a Knowledge – Based World		Prantice Hall, New Jersey	2003	
4	Milkovich, G. T., Newman, J. M., & Gerhart, B.	Compensation (11 ed.)		McGraw-Hill, Irwin	2013	

**Literature**

No:	Authors	Title	Publisher	Year
5	Slack, N., Brandon-Jones, A.	Operations and process management: principles and practice for strategic impact	Pearson, UK	2018



Teaching subject		Banking management			
Subject	01.100033				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Barjaktarović Rakočević M. Slađana				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
The aim of the course is to provide students with advanced knowledge in the field of banking management, that is, to familiarize them with the characteristics and specificities of business and management in banks.					
2. Educational outcomes (acquired knowledge):					
After mastering the course curriculum, the student is able, based on the acquired advanced professional knowledge, to: Perform a critical analysis of the operations of commercial banks, i.e. to propose potential solutions and anticipate the consequences of decisions made on the operations of a commercial bank; Approach solving specific problems that are present in modern banking operations, relying on the acquired skills and advanced knowledge related to banking operations, the use of tools for efficient management of bank assets and liabilities, the use of software present in commercial banks, i.e. risk management in the evaluation of credit requests in retail and corporate business.					
3. Course content/structure:					
Theoretical teaching Bank as a financial institution. Types of banks. Functions of a bank. Sources of funds. Credit potential of banks. Deposit potential of banks. Liquidity planning. Methods of remediation of illiquidity. Credit policy. Credit analysis. Cost of credit. Securitization of credit. Bank financial statements. Bank capital. Ratio analysis. Risks in bank operations and risk management. Credit risk analysis. Securities operations.					
Practical teaching: Exercises, Other forms of teaching, research work Specificities of banking intermediation. Management of assets and liabilities of banks. Credit users. Conditions of creditworthiness. Credit scoring. Credit risk. VAR approach. Foreign exchange (currency) risk. Interest rate risk. Gap analysis. Liquidity risk. Bank profitability. Payment operations. Factoring, forfeiting, leasing. Electronic banking. Prudential control and supervision of banks.					
4. Teaching methods:					
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, and workshops.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	5.00	Oral exam	
Colloquiums		Yes	30.00		
Seminars		Yes	15.00		
Literature					
No:	Authors	Title		Publisher	Year
1	др С. Дабић, др Б. Васиљевић, др С. Барјактаровић Ракочевић, Н. Милошевић	Банкарски менаџмент - скрипта		ФОН, Београд	2013
2	Кнежевић, Барјактаровић Ракочевић, Ђурић	Финансијско одлучивање у банкама		ФОН, Београд	2012
3	Rose P.S, Hudgins S. C	Bankarski menadžment i finansijske usluge		Data Status	2005



Teaching subject		Financial reporting				
Subject	01.I00034					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Knežević P. Snežana Dmitrović M. Veljko				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета		Мора се одслушати	Мора се положити	
1,	Z00011	Accounting		Да	Да	
Conditions:						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced knowledge about the formation of financial statements of profit-oriented organizations for the purpose of evaluating financial performance, relying on the practice of applying reporting principles in the country and abroad.						
2. Educational outcomes (acquired knowledge):						
After passing the exam, the student will master advanced professional knowledge defined by law and professionally adopted in relation to: Methods, principles and processes of financial reporting; Preparation of financial statements, their interpretation, evaluation of financial performance, i.e. the ability to interpret with arguments the specific professional regulations that accompany the financial reporting process, as well as to make decisions that have financial implications based on financial statements.						
3. Course content/structure:						
Theoretical teaching Definition and forms of business organizations. Contexts of the accounting information system and users of financial information. Accounting for transactions in financial statements. Financial reporting framework: legal, professional and internal accounting regulations. Annual accounting and periodic reporting. Financial statements (elements, form and structure) and the relationships between them. Auditing in the function of ensuring the quality of financial statements. Identifying fraudulent actions in financial statements. Financial information and tax reporting. Practical teaching: Exercises, Other forms of teaching, study research work Application of accounting standards in corporate financial reporting. Analysis of the elements of annual accounting in corporate reporting (domestic and foreign reporting practice). Linking elements in financial statements. Accounting vs. tax profit.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, and workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	70.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Кнежевић, Снежана	Финансијско извештавање		издање аутора, Београд	2009	
2	E Kaili, E., Dimitrios Psarrakis, Raz van Hoinaru Editors	New Models of Financing and Financial Reporting for European SMEs: A Practitioner's View		Palgrave Macmillan	2019	
3	Kieso, Donald E.; Kimmel, Paul D.; Weygandt, Jerry J.	Financial accounting: with International Financial Reporting Standards			2019	
4	-	International GAAP 2019: Generally Accepted Accounting Practice under International Financial Reporting Standards		Ernst & Young, Wiley	2019	



Teaching subject		Financial technologies				
Subject	01.100035					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Benković S. Slađana Milosavljević S. Miloš					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The goal of the course is to provide students with advanced knowledge related to technologies that accompany modern financial operations, relying on software solutions that accompany the provision of financial services, thus contributing to their transformation.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able, based on the acquired advanced professional knowledge, to: Be able to apply the acquired knowledge in practice, relying on modern software solutions that contribute to the transformation, digitalization and acceleration of work processes; Apply state-of-the-art knowledge of using software in the processes of providing financial services, i.e. master the skills of using financial technologies in the field of financial operations and providing financial services.						
3. Course content/structure:						
Theoretical teaching Financial technologies and the transformation of financial services. Fundamentals of financial technologies. Theories of the sharing economy. Modern concepts of money and payments. Blockchain and cryptocurrencies. E-payment systems. E-market for loans and borrowings. Financial technologies infrastructure. Digital and alternative finance. Banks and financial technologies. New markets for financial services. Practical teaching Typology of financial technologies. Modern payment systems: Mobile money, individual payments and RTGS systems. Cryptocurrencies: Markets, market capitalizations and emission methods. Investment decisions: ICO and financing of ventures with cryptocurrency. Financing decisions: Digital and alternative financing systems, Crowdfunding and P2P lending and borrowing systems.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, and workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	30.00	Written exam	Yes	40.00
				Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Жаркић Јоксимовић Н, Бенковић С, Милосављевић М.	Финансијски менаџмент		Факултет организационих наука, Београд	2013	
2	Nicoletti, B.	Future of FinTech		Rome: Palgrave Macmillan	2017	
3	Blakstad, S., & Allen, R.	FinTech Revolution		Springer, Cham	2018	



Teaching subject		Quality engineering				
Subject	01.000038					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Mijatović S. Ivana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring knowledge at the level of understanding and applying concepts, methods and techniques in the field of quality engineering. Developing technical argumentation skills in the field of quality engineering.						
2. Educational outcomes (acquired knowledge):						
An active learner is capable of adequately applying the studied concepts, methods and techniques in contemporary practice, understands the possibilities and limitations in the application of the studied concepts and is capable of adequately presenting the obtained results.						
3. Course content/structure:						
Theoretical teaching P1. Introduction to quality engineering. P2. The concept of quality loss. The difference between quality costs and quality losses. P3. Types of quality characteristics. The concept of nominally best (NTB), the smaller the better (STB) and the larger the better (LTB) quality characteristics. Quasi NTB, STB and LTB quality characteristics P4. Quality loss functions for one NTB, STB and LTB quality characteristic P5. The relationship between quality loss functions and process capability indices. Application of quality loss functions to tolerance design. P6. Low-rank quality characteristic. P7. Quality loss functions for multiple quality characteristics (the case when there is no statistically significant correlation between quality characteristics). P8 and P9. Quality loss functions for two quality characteristics when there is a correlation between them. P10 and P11 Signal-to-Noise (SN) ratio, Concept of robustness, Types of SN ratios, Combined SN ratio, SN ratio for classified attributes P12 and P13. Introduction to design and analysis of experiments. Strategies for designing experiments in quality engineering. Single-factor experiment. Introduction to multi-factor experiments (factorial experiments). P14 and P15. Development of the Six Sigma concept. DMAIC model. Designing for the 6 Sigma Project Charter. Practical teaching: C1. Case study: Economic sustainability of quality. C2. Case study: Concept of loss due to quality C3. Interactive workshop: Types of quality characteristics. C4 and B5. Loss functions due to quality for one NTB, STB and LTB quality characteristic (tasks in Excel). C6. The relationship between the quality loss function and the process capability index (in Excel). V7. Application of loss functions (tasks in Excel). V8. Low-rank quality characteristic (tasks in Excel). V9 and V10. Quality loss functions for two quality characteristics (tasks in Excel). B11 and B12. Signal-to-Noise (SN) ratio (tasks in Excel). V13 and V14. Introduction to the design and analysis of experiments (tasks in Excel) V15 Quantitative basis for the 6 Sigma Project Charter.						
4. Teaching methods:						
Lectures and exercises use active learning methods based on real-world problems and case studies that have been specially developed for this subject. Lectures and exercises are conducted with active student participation through class discussions, interactive workshops, work on case study solutions in teams, and independent research.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Oral exam	Yes	50.00
Colloquiums		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Мијатовић И.	Инжењеринг квалитета – ауторизована скрипта		ФОН, Београд	2019	
2	Мијатовић И.	Наставни материјали из Инжењеринга квалитета у електронском облику (текстови, презентације, Homework и форуми)			2019	
3	Taguchi G., Chowdhuty S., Wu Y.	Taguchi s Quality Engineering Handbook		John Wiley and Sons	2005	
4	Montgomery D.C.	Design and Analysis of Experiments		John Wiley and Sons	2009	

**Literature**

No:	Authors	Title	Publisher	Year
5	Allen T.T.	Introduction to Engineering Statistics and Six Sigma	Springer-Verlag, London	2006



Teaching subject		Technological entrepreneurship				
Subject	01.000031					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Marinković P. Sanja Petković G. Jasna					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Developing academic and professional knowledge and skills that will equip future graduate engineers for technological entrepreneurship activities, which is a process in which an entrepreneur recognizes business opportunities that initiate the emergence and development of new technologies or are related to technological innovations as opportunities for a specific technological venture.						
2. Educational outcomes (acquired knowledge):						
The student possesses the academic and professional knowledge and skills necessary to identify technological opportunities, develop ideas, knowledge and new technologies and translate them into new products and services on the market. The student is able to use methods, techniques and models in the analysis of the external and internal environment. Critically analyzes alternatives and makes decisions related to opportunities, innovations and organization. The student is able to work independently and through teamwork on the development of an entrepreneurial idea, analyze the business dimensions of technology, define a business model and a						
3. Course content/structure:						
Theoretical teaching Technological entrepreneurship; Entrepreneurial ecosystem; Three pillars of technological entrepreneurship: Opportunities, Innovation and Organization; Technological foresight; Analysis of business dimensions of technology; Technological strategy; SME development; Development of technological ventures; Creation and development of business models; Commercialization of technology; Creativity in technological entrepreneurship; Cooperation in entrepreneurial ventures; Globalization of entrepreneurial activities. Practical teaching The practical lessons follow the content and structure of Lectures and include: Case studies; Analysis of successful and unsuccessful entrepreneurial ventures; Models of entrepreneurial venture development from opportunity recognition to business success of the organization; Creative methods in technological entrepreneurship; Agile methods of managing the development of technological ventures; Methods and techniques for supporting technological entrepreneurship.						
4. Teaching methods:						
Presentation of materials in the form of Lectures, workshops and group work, analysis of practice cases, active involvement of students in research in practice, Seminar papers and deepening of theoretical knowledge with literature research.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	30.00	Written exam	Yes	30.00
Colloquiums		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Леви-Јакшић, М., Маринковић, С., Петковић, Ј., Ракићевић, Ј., & Јовановић, М.	Технолошко предузетништво		Београд: ФОН	2018	
2	Byers, T.H., Dorf, R.C., & Nelson., A.J.	Technology Ventures: From Idea to Enterprise, 5rd Ed.		International Ed. McGraww Hill	2018	
3	Oakey, R.	High-Technology Entrepreneurship		Routledge	2012	
4	Allan, K.	Entrepreneurship for Scientists and Engineers		Prentice Hall	2010	
5	Trott, P.	Innovation Management and New Product Development, 6th Edition		Pearson	2017	
6	Duening, T. N., Hisrich, R. A., & Lechter, M. A.	Technology Entrepreneurship: Taking Innovation to the Marketplace, 2nd edition.		London: Academic Press.	2015	




Teaching subject		Sales management				
Subject	01.000041					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Damnjanović Ž. Vesna Novčić Korać D. Branka Okanović Ž. Milan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The course objectives are to acquire the knowledge and skills necessary to fully understand the field of sales management.						
2. Educational outcomes (acquired knowledge):						
Critical understanding of strategic sales management activities: planning, organizing, training, motivating and evaluating. Formulating sales and marketing strategies. Critically assessing and understanding different types of sales and retail in traditional and digital businesses. Applying research, data analytics and creating sales business models. Creating sales presentations to key customers and end users. Creating strategies for finding new customers and developing relationships with existing customers.						
3. Course content/structure:						
Theoretical teaching Basics of sales management. The concept of sales. Forms, methods and types of sales. The main tasks and responsibilities of sales managers. Sales management trends. Sales to key customers and end users. Sales to business clients. Sales to end users. Acquisition of new and retention of old customers. The concept of retail and strategies in digitalization. Types of retail chains. Product category management strategies. Brand management strategies. Strategic linking of marketing and sales. Customer relationship management strategy in sales and marketing. Sales and marketing in traditional and digital business. Marketing and sales models for achieving business results. Purchase funnel. The concept of sales management. Planning sales activities. Defining sales strategy. Organizing sales service. Sales organization models. Sales staff training. Training program. Salesperson training methods. Salesperson motivation. Reward systems and sales quotas. Time and sales territory management. Goals, criteria and stages of sales territory selection. Sales territory determination method. Salesperson time management. Salesperson schedule planning. Salesperson movement management. Sales team evaluation. Salesperson performance measurement. Quantitative and qualitative indicators of sales department success. Practical teaching Case studies from practice, role play, teamwork in workshops.						
4. Teaching methods:						
Lectures are delivered interactively in the classroom through the analysis and solution of case studies. Exercises are conducted by the teacher who guides students to independently investigate and, within small teams, solve practical problems based on the tasks assigned. Students' independent work, individually or in groups, takes place with constructive feedback from the teacher..						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Дамњановић, В.	Стратегија управљања односима с купцима у продаји и маркетингу		Задужбина Андрејевић	2015	
2	Дамњановић, В	Маркетинг у пракси примена мм методе студије случаја		ФОН, Београд	2012	
3	Филиповић, В. Дамњановић, В.	Менаџмент продаје- скрипта		ФОН	2006	
4	Dhruv Grewal	Retail Marketing Management: The 5 Es of Retailing, 1 edition		SAGE Publications Ltd; New Delphi	2019	

Стручна пракса		Internship				
Subject	01.Z00021					
Number of ECTS:	3					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:						
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
0.00	0.00	0.00	0.00	6.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Training students for independent research and professional work in identifying and solving specific tasks in the field of the study program, in real practice conditions and/or in research laboratories and centers.						
2. Educational outcomes (acquired knowledge):						
Gaining experience and mastering skills in using, deepening and enriching acquired theoretical and practical knowledge in order to identify and solve specific issues and tasks that arise in a real system.						
3. Course content/structure:						
Elements of a project assignment; Defining the goal and task of the research; Determining and describing the basic problem through the development of key theses; Basic methods, techniques and instruments for the implementation of a professional practice project - selecting methods appropriate to the project assignment and the planned empirical research; Basic elements of presenting research results - principles of successful presentation and various forms and characteristics of individual forms, for example, the content of a written document, oral, electronic presentation; Defining a specific professional practice project assignment for each student - goals and tasks, student obligations and organization obligations (if the project is implemented in a specific organization), method of work, form and content of the final report, etc.						
4. Teaching methods:						
Application of various research methods, consultations (individual and group). Application of various teaching methods with practical work.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Seminar paper		Да	50.00	Written exam	Да	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Literature recommended by mentor	Literature recommended by mentor			/	



Teaching subject		Total quality management				
Subject	01.100058					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Živković D. Nedeljko Glogovac G. Maja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring knowledge about the basics and principles of total quality management. Mastering the methods, techniques and tools of total quality management.						
2. Educational outcomes (acquired knowledge):						
The student's ability to understand, select and apply appropriate principles, methods, techniques and tools of total quality management in solving various problems in organizations.						
3. Course content/structure:						
Theoretical teaching P-01: About the subject (Course content, student obligations, study methods, work methods, knowledge application methods, knowledge assessment methods). P-02-03: Total quality management TQM (Concept, development, principles, methods); P-04-05 Defining quality. Techniques and tools for defining quality; P-06-07 Measuring quality. Techniques and tools for measuring quality; P-08-09, Quality analysis. Techniques and tools for quality analysis; P-10-11 Improving quality. Techniques and tools for improving quality; P-12: Case studies; P-13: Final considerations. Practical teaching Exercises and Study research work: Setting up and analyzing cases of applying TQM principles, techniques and tools in organizational systems.						
4. Teaching methods:						
Lectures, exercises, consultations.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	15.00	Written exam	Yes	40.00
Project/Seminar paper		Yes	20.00	Oral exam	Yes	20.00
Case study		Yes	5.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Mađa Glogovać, Nedeljko Živković	Технике и алати за побољшавање квалитета – практикум		Београд, 2020. – ауторизована скрипта	2020	
2	Dale Besterfield et al.	Total Quality Management		Pearson Education International, New Jersey	2003	
3	Ron Basu	Implementing Quality: A Practical Guide to Tools and Techniques		Thomson Learning	2004	
4	Peter Pande et al.	The Six Sigma Way		McGraw-Hill, New York	2002	

	
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Teaching subject		E-education				
Subject	01.I00055					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Anđelković Labrović Z. Jelena Despotović-Zrakić S. Marijana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Presentation of the learning process, the specifics of technology-supported learning and ways to manage that process at the group and individual levels. Training students to design and implement e-learning systems using advanced internet technologies.						
2. Educational outcomes (acquired knowledge):						
Students are trained to design and implement e-learning systems. They are able to create learning content that meets didactic principles.						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>Education, development and training. Classification of education. The concept and process of learning. Learning theories. Basic didactic principles. Development of e-education. Basic definitions. Strategies and models of e-education. Ecosystems of e-education. Personal learning environment. Components and services of e-education systems. Infrastructure for e-education. Development of cloud infrastructure and services for e-education. Portals for e-education. Blended learning. Adaptive e-learning. Criteria and adaptation techniques. Learning styles. Development of adaptive electronic courses. Project-based and problem-solving learning. E-education standards. Instructional design models. Creating content for teaching materials. Learning objects. Bloom's taxonomy. Methods and forms of teaching work. Course design. Lesson planning and organization of classes in an electronic environment. Platforms for managing e-learning systems. Moodle LMS. E-learning technologies. Learning through mobile technologies. Gamification. Learning through games. Collaborative learning. Application of social networks in e-learning. Student Relationship Management. Crowdsourcing. Flipped classroom. MOOC courses and platforms. Microlearning. Smart educational environments and classrooms. Augmented reality and ubiquitous computing in e-learning. Application of artificial intelligence in e-learning systems. Psychological aspects of electronic communication. Skills required for e-learning. Motivation for e-learning. Valuation and assessment of knowledge in e-learning. Student-teacher relationship. Problems of applying information technologies in education.</p> <p>Practical teaching</p> <p>Mapping the dimensions of the learning process. Infrastructure for e-learning. Course management systems. Moodle installation and configuration. Development of Moodle plugins, Moodle API. Designing and using learning objects. Application of IEEE LOM, SCORM and LMS standards. Development of an adaptive e-learning system. Designing educational content using the concepts of game-based learning and problem-based learning. Development of MOOC courses. Coursera, Udemy. Application of mobile technologies, services and applications in e-education. Application of social media and networks in e-education. Application of the concept of informal and informal e-learning. Application of the concept of crowdsourcing in the e-education system. Implementation of the concept of augmented reality in e-education. Designing a smart educational environment. Creating personal e-learning environments using modern information technologies.</p>						
4. Teaching methods:						
Lectures, Auditory exercises, case studies, discussions, creative workshops, exercises in computer-based classrooms, project/seminar papers, e-learning.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Homework		Yes	60.00	Oral exam	Yes	40.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Б. Раденковић, М. Деспотовић Зракић, З. Богдановић, Д. Бараћ, А. Лабуц	Електронско пословање		Факултет организационих наука, Београд	2015	

**Literature**

No:	Authors	Title	Publisher	Year
2	Despotović-Zrakić, M., Milutinović, V., & Belić, A.	Handbook of Research on High Performance and Cloud Computing in Scientific Research and Education	Hershey, PA: IGI Global	2014
3	Despotović-Zrakić, M., Marković, A., Bogdanović, Z., Barać, D., & Krčo, S.	Providing adaptivity in Moodle LMS courses	Journal of Educational Technology & Society	2012
4	Labus, A., Despotović Zrakić, M., Radenković, B., Bogdanović, Z., & Radenković, M.	Enhancing formal e-learning with edutainment on social networks	Journal of Computer Assisted Learning	2015
5	Zahirović Suhonjić, A., Despotović-Zrakić, M., Labus, A., Bogdanović, Z., & Barać, D.	Fostering students' participation in creating educational content through crowdsourcing	Interactive Learning Environments	2019
6	Bogdanović, Z., Barać, D., Jovanić, B., Popović, S., & Radenković, B.	Evaluation of mobile assessment in a learning management system	British Journal of Educational Technology	2014
7	Анђелковић Лабровић, Ј., Милосављевић, Г.	Могућности примене концепта личног окружења за е-учење 2.0	Андрогошке студије, 1, 175-194, UDK 37.018.43:004.738.5 , http://www.as.edu.rs/pdf/arti	2015
8	Петровић, Н., Анђелковић Лабровић, Ј.	Могућности приступа заснованог на подацима у управљању процесом учења	Андрогошке студије, 1, 135-155, doi:10.5937/AndStud19011 35P , http://www.as.edu.rs/pdf/arti	2019
9	Petrović, N., AnđelkovićLabrović, J., Milinković, I. & Kovačević I.	Analitika podataka o angažovanosti u e-učenju	SPIN '19, Beograd, str. 583- 590, http://spin.fon.bg.ac.rs/wp- content/uploads/2019/11/SP IN19_Zbornik_radova.pdf	2019
10	B. Radenković, M. Despotović-Zrakić, Z. Bogdanović, D. Barać, A. Labus	Materijali za predmet E-obrazovanje, u e-formi, sa portala za e-učenje moodle.elab.fon.bg.ac.rs		2021



Teaching subject		Simulation in business decision-making				
Subjecst	01.000014					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Marković M. Aleksandar Jeremić M. Veljko					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Explain the basic concepts, ideas and possibilities of applying computer simulation as a support for the decision-making process in the analysis of dynamic behavior of business and organizational systems. Present the methodology and describe the methods of modeling and simulation of dynamic systems. Introduce students to simulation software and their practical application.						
2. Educational outcomes (acquired knowledge):						
Students will understand the possibilities of applying computer simulation in the decision-making process and will be able to independently develop simulation models of various observed systems. Understanding the basic idea of simulation modeling and its application on appropriate examples allows for a transition to a more detailed study of various simulation mechanisms, simulation languages, the application of statistical methods in the simulation process, as well as connecting simulation modeling with modern methods and tools in the fields of management, organizational and computer sciences.						
3. Course content/structure:						
Theoretical teaching Modeling and models; model classifications. Computer simulation – basic concepts and applications. Model parameter estimation. Validation and verification of simulation models. Behavior and dynamics of business systems. Fundamentals of continuous system simulation (CSS). Languages and software for continuous system simulation. Application of CSS in business system modeling. Fundamentals of discrete-stochastic system simulation (DSS). Languages and software for discrete system simulation. Application of DSS in business system modeling. Probability and statistics in simulation modeling. Analysis of input data of simulation models and sample generation. Modern trends in computer simulation. Practical teaching Conceptual model of system dynamics – U-P connection diagrams. Systems without and with feedback; polarity of KPD. Modeling business systems using U-P diagrams. Conceptual model of system dynamics – stock&flow diagrams. Modeling business systems using stock&flow diagrams. Computer models in simulation of continuous systems. Vensim simulation package – basic ideas and concepts. Examples of simulation of continuous systems. Basic concepts in discrete event simulation – examples. Modeling systems using discrete event methodology. Simulation of business systems in GPSS language. Simulation of business systems in GPSS language. Modern trends in computer simulation – examples.						
4. Teaching methods:						
Lectures with active student participation, presentations, exercises, case studies, problem solving, assignment writing, project work.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Homework		Yes	10.00	Oral exam	Yes	50.00
Colloquiums		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Раденковић, Б., Станојевић, М., Марковић, А.	Рачунарска симулација		ФОН и Саобраћајни факултет, Београд	2005	
2	-	Наставни материјали у електронском облику			2020	



Teaching subject		Business intelligence		
Subject	01.PO0001			
Number of ECTS:	5			
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Elective subject			
UNO subjects				
Teachers:	Vukićević Ž. Milan Jovanović Z. Miloš			
Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00
Course prerequisites		None		
Conditions: None.				
1. Educational goal:				
Training students to: (a) analyze business problems and identify the need for business intelligence systems; (b) solve complex organizational information problems, taking into account the protection of personal data and ethical dilemmas; (c) independently develop and use business intelligence systems, apply tools for ad-hoc analysis and create dashboards; (d) independently apply basic methods and techniques for discovering patterns in data; (e) apply, synthesize and evaluate clustering models, classifications, association rules and recommendation systems; (f) develop decision support systems and model the knowledge of decision makers.				
2. Educational outcomes (acquired knowledge):				
Training students to: (a) analyze business problems and identify the need for business intelligence systems; (b) solve complex organizational information problems, taking into account the protection of personal data and ethical dilemmas; (c) independently develop and use business intelligence systems, apply tools for ad-hoc analysis and create dashboards; (d) independently apply basic methods and techniques for discovering patterns in data; (e) apply, synthesize and evaluate clustering models, classifications, association rules and recommendation systems; (f) develop decision support systems and model the knowledge of decision makers.				
3. Course content/structure:				
Theoretical teaching				
P-01: Introduction to business intelligence,				
P-02: Fundamentals and applications of OLAP systems and data warehouses,				
P-03: Data warehouse development,				
P-04: Fundamentals of reporting systems,				
P-05: Reporting systems development,				
P-06: Introduction and discovery of regularities in data with case studies,				
P-07: Algorithms for discovering regularities in data - descriptive methods,				
P-08: Algorithms for discovering regularities in data - predictive methods,				
P-09: Methodology of the project for discovering regularities in data,				
P-10: Artificial neural networks,				
P-11: Recommendation systems,				
P-12: Knowledge in business intelligence,				
P-13: Business intelligence systems that combine domain knowledge and data,				
P-14: Systems for support the work of the group,				
P-15: Ethical dilemmas in the development of business intelligence.				
Practical teaching				
B-01: Business Intelligence Systems,				
B-02: Data Warehouse Fundamentals,				
B-03: Ad-hoc Reporting and Data Visualization,				
B-04: Dashboards,				
B-05: Project Task Defense,				
B-06: Work Environment for Data Pattern Discovery, Data Preprocessing and Data Visualization Software,				
B-07: Classification Process in Data Pattern Discovery Software,				
B-08: Clustering Process in Data Pattern Discovery Software,				
B-09: Association Rules in Data Pattern Discovery Software,				
B-10: Project Task Defense,				
B-11: Development of Recommendation Systems in Software,				
B-12: Project Task Defense,				
B-13: DEXi Decision Support System,				
B-14: Project Task Defense tasks,				
V-15: Protection of personal data in the field of business intelligence.				
4. Teaching methods:				
Lectures are delivered through a combination of classical teaching, case studies and guest lectures by experts in practice..				



The exercises are implemented in the classic way through solving tasks, but also through the presentation of software tools for business intelligence.

Knowledge scores (maximum number of points 100)

Pre-exam obligations	Required	Point	Final exam	Required	Point
Израда пројекта	Yes	50.00	Oral exam	Yes	50.00

Literature

No:	Authors	Title	Publisher	Year
1	Сукновић, М., Делибашић, Б., Јовановић, М., Вукићевић, М.	Наставни материјали са Интернет адресе: http://odlucivanje.fon.bg.ac.rs/predmeti/osnove-ne-studije/poslovna-inteligencija/	ФОН	2021
2	Сукновић М., Делибашић Б.	Пословна интелигенција и системи за подршку одлучивању	ФОН	2010




Teaching subject		Business analytics					
Subject	01.100014						
Number of ECTS:	5						
Program(s) in which it is performed		IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects							
Teachers:		Kuzmanović S. Marija Savić I. Gordana Jeremić M. Veljko					
Number of hours of active teaching (weekly)							
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00		2.00	0.00	0.00	0.00		
Course prerequisites							
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити	
1,	000001	Operations Research 1			Да	Да	
2,	Z00010	Probability theory			Да	Да	
3,	Z00016	Statistics			Да	Да	
Conditions:							
1. Educational goal:							
The goal of this course is to train students in the analytical study of business systems and the creation of business decisions and reports.							
2. Educational outcomes (acquired knowledge):							
After passing the exam, students will be able to							
1. understand the role of business analytics methods and techniques in complex business systems,							
2. analyze business system performance data,							
3. diagnose current business and business system position,							
4. predict future business system performance values,							
5. recognize optimization problems in business systems, formulate and solve appropriate mathematical models,							
6. use business analytics software,							
7. analyze results and create business reports,							
8. think analytically and critically and work in a team.							
3. Course content/structure:							
Theoretical teaching: Introduction to business analytics – basic concepts. Evolution of business analytics. Business analysis and business analytics. The role of the business analyst and data analyst. Scope of business analytics. Methods and techniques of descriptive analytics. Methods and techniques of diagnostic analytics. Methods and techniques of predictive analytics. Methods and techniques of prescriptive analytics. Methods and techniques of cognitive analytics. Areas of application of business analytics – business analytics in marketing, finance, accounting, human resources, supply chains, etc. Ethics in business analytics.							
Practical teaching (auditorium and laboratory exercises): Methods and techniques of descriptive analytics. Methods and techniques of diagnostic analytics. Methods and techniques of predictive analytics. Methods and techniques of prescriptive analytics. Methods and techniques of cognitive analytics. Introduction to business analytics software.							
4. Teaching methods:							
Lectures followed by appropriate presentations. Exercises based on illustrative and real examples, through interactive work with students in case study analysis. Practical exercises in the computer lab.							
Knowledge scores (maximum number of points 100)							
Pre-exam obligations		Required	Point	Final exam		Required	Point
Activity during class		Yes	10.00	Oral exam		Yes	30.00
Colloquiums		Yes	20.00				
Project assignment		Yes	40.00				
Literature							
No:	Authors	Title		Publisher		Year	
1	R. Saxena, A. Srinivasan	Business Analytics: A Practitioner's Guide		Springer		2013	
2	J. R. Evans	Business Analytics: Methods, Models and Decisions		Pearson		2013	



Literature				
No:	Authors	Title	Publisher	Year
3	J.A. Lawrence, B.A. Pasternack	Applied Management Science	John Wiley & Sons Inc.	2002
4	Kuzmanović, M., Nikolić, D. M., & Savić, G.	Poslovna analitika u finansijama“, poglavlje 8 u Finansijski menadžment, kontrola i menadžersko računovodstvo	FON	2018



Teaching subject		Production and service management				
Subject	01.100032					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Lečić Cvetković M. Danica Rakićević M. Zoran					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Within this course, students will acquire advanced academic and professional knowledge in the field of production and service management, they will be trained in the application of production management models and the application of information systems and Internet technologies in the management of production systems and service provision. In addition, they will be trained in the use of software packages for production and service management.						
2. Educational outcomes (acquired knowledge):						
Application of acquired knowledge in solving complex problems in the management of manufacturing and service enterprises, using modern techniques, approaches and software tools.						
3. Course content/structure:						
Theoretical teaching Introduction: production – process, system, function. Production management. Technological subsystem, organization and preparation of production. Fundamentals of management theory (1). Fundamentals of management theory (2). Deterministic, optimal and automatic control. Models and modeling. Production management model – Introduction. Production management model – Rough planning. Production management model – Scheduling. Production management model – Production directing. Japanese production management. Information systems for production and service provision. Information systems for production and service provision - ERP software. Application of the Internet in production and service management.						
Practical teaching: Introduction: Software for production and service management. History and development of ERP software, overview of the possibilities of application of production management and ERP software. SAP software – basic characteristics and modules. SAP software – material management module. SAP software – production module. SAP software – sales and distribution module. SAP BUSINES ONE software. MS NAV software – basic features and modules. MS NAV software – production module. ORACLE software. Open source software. Case study 1 – SAP – material management module. Case study 2 – SAP – production module. Case study 3 – SAP – sales and distribution module. Case study 4 – MS NAV – production module.						
4. Teaching methods:						
Lectures are conducted using Power Point presentations, through the presentation of various practical examples. Exercises involve practical work of students on computers with the mentioned software, as well as on a certain number of case studies – specific examples from practice. Exercises are conducted in computer labs.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	30.00	Oral exam	Yes	20.00
Seminars		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Лечић-Цветковић, Д., Атанасов, Н.	Управљање производњом и пружањем услуга		ФОН, Београд	2015	
2	Gupta, S., Starr, M.	Production and Operations Management Systems		Taylor & Francis Group, USA	2014	
3	Akhtar, J.	Production Planning and Control with SAP ERP		SAP PRESS	2013	
4	Лечић-Цветковић, Д.	Софтвери за управљање производњом и услугама		електронски материјал, www.om.fon.rs	2016	

Teaching subject		Company valuation				
Subject	01.000025					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Compulsory subject				
UNO subjects						
Teachers:		Bogojević Arsić T. Vesna Knežević P. Snežana Latinović M. Milica				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites						
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити		
1,	I00019	Management accounting	Yes	Yes		
Conditions:						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced professional knowledge related to methods of valuing companies present in markets of varying degrees of development, ownership structure, and in various industries.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able, based on the acquired advanced professional knowledge, to: Apply the acquired knowledge in practice, i.e. predict possible solutions and consequences after conducting a company valuation; Apply a specific method in company valuation, i.e. valuation of individual company assets.						
3. Course content/structure:						
Theoretical teaching The concept, importance and basic approaches, methods and techniques of valuation. Valuation of companies in individual industries, as well as those operating in a larger number of industries. Valuation of companies operating in cyclical industries. Valuation of companies operating in foreign markets. Valuation of companies operating in developing markets and so-called "frontier" markets. Valuation of flexibility. Valuation of individual assets. Practical teaching: Exercises, Other forms of teaching, study research work Application of approaches and methods of company valuation. Creating value through disinvestment. Examples of valuation of companies operating in a larger number of industries. Examples of valuation of companies operating in foreign and emerging markets. Examples of valuation of companies operating in developing markets. Examples of valuation of companies in cyclical industries. Examples of valuation of growing, young and troubled companies. Valuation of Intangible Assets, Valuation of Securities.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, and workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	70.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Кнежевић, Снежана	Финансијско извештавање		издање аутора, Београд	2009	
2	Schmidlin, N	The Art of Company Valuation and Financial Statement Analysis: A Value Investor's Guide with Real-life Case Studies		John Wiley & Sons Ltd	2014	
3	Koller, T., Goedhart, M., Wessels, D.	Valuation-Measuring and Managing the Value of Companies, 6 ed.		McKinsey & Company	2015	



Teaching subject		Strategic management				
Subject	01.000021					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Petrović Č. Dejan Mihic M. Marko Bjelica Lj. Dragan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring the latest academic and professional knowledge in strategic management as a specialized management discipline. Students will be able to prepare, connect and adapt processes, methods and techniques used in strategic management.						
2. Educational outcomes (acquired knowledge):						
Application of advanced academic and professional knowledge in strategic management in the process of managing an organization, relating to methodologies, methods, techniques, theories, principles and processes. Students will be able to demonstrate advanced skills in the context of strategic decision-making and defining strategic development directions for domestic and international organizations. Students will be able to analyze and evaluate contemporary concepts of strategic management through theory and practice, improving existing practice.						
3. Course content/structure:						
Theoretical teaching Defining strategic management. Strategic analysis. Forecasting the future. Defining the mission, vision and strategic goals. Defining and choosing a strategy. Defining possible strategies. Portfolio strategy. Competitive strategy. Choosing and implementing a strategy in our company. Implementing a strategy. Planning the implementation of a strategy. Implementing a strategy through strategic changes. Strategic control. Strategic management and change management. Strategic management and project management.						
Practical teaching Methods and techniques of strategic analysis. Analysis of the company and its environment. Forecasting the future - methods. Methods and techniques for choosing and implementing a strategy. Choosing a strategy - examples. Applying a strategy - examples. The Balanced Scorecard method. Strategy maps. Case studies. Simulation of strategic management of a company.						
4. Teaching methods:						
Auditory, illustrative-demonstrative, verbal-textual, practical work methods.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	40.00			
Seminars		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Mary Coulter	Стратегијски менаџмент на делу		Дата Статус, Београд	2011	
2	М. Мухић	Стратешко управљање пројектима		Задужбина Андрејевић, Београд	2011	
3	Dess G.G, Lumpkin G.T, Eisner B.A	Strategijski menadzment		Data Status, Beograd	2007	



Teaching subject		Quality Management 1				
Subject	01.I00059					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Glogovac G. Maja Živković D. Nedeljko					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Understanding quality-related indicators. Mastering methodologies for creating, monitoring, measuring and documenting quality indicators. Gaining knowledge of techniques and tools for collecting and displaying data on indicator values.						
2. Educational outcomes (acquired knowledge):						
Students' ability to create quality-related indicators, to apply methodologies for monitoring, measuring and documenting indicators, and to use techniques and tools for collecting and displaying data on indicator values.						
3. Course content/structure:						
Theoretical teaching About the subject (Course content, student obligations, learning methods, work methods, knowledge application methods, knowledge testing methods). Understanding quality indicators. Divisions of quality indicators. Creating quality indicators. Selecting quality indicators. Documenting quality indicators. Determining target values of quality indicators. Collecting data on indicator values. Displaying data. Analyzing data. Practical teaching Exercises and Study research work: Setting up and analyzing cases of application of methodology, techniques and tools for measuring quality indicators. Software support for quality measurement and monitoring.						
4. Teaching methods:						
Lectures, exercises, consultations.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Written exam	Yes	40.00
Пројектни/Seminar paper		Yes	20.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Evans, J. R., & Lindsay, W.M.	The management and control of quality, 8th edition		South-Western, Cengage Learning	2011	
2	Andersen, B.	Business Process Improvement Toolbox		AQS Quality Press, Milwaukee, Wisconsin	2007	
3	Maја Глоговац, Недељко Живковић	Мерење и праћење квалитета		Београд, 2021. – ауторизована скрипта	2021	



Teaching subject		Supply Chain Management 1				
Subject	01.000032					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Panić V. Biljana Cvetić V. Biljana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: Lean логистика						
1. Educational goal:						
Acquiring advanced academic and professional knowledge about supply chains (networks), their structure, role and importance in modern business, methods of planning and managing demand and inventory in supply chains, as well as acquiring the ability to apply SCM knowledge and skills in real and non-standard circumstances.						
2. Educational outcomes (acquired knowledge):						
Upon completion of the learning process, the student is able to create a supply chain map in focus, identify key participants in the supply chain, apply some of the modern concepts of cooperation, manage processes and material flows in it, recognize demand oscillations and apply mechanisms to overcome the so-called bullwhip effect, perform vehicle routing, as well as measure and constantly improve supply chain performance.						
3. Course content/structure:						
Theoretical teaching P-01: Introductory notes on the subject and method of work; P-02: Logistics and SC (Supply Chain) integration; P-03: Concept and basic elements of the SCM (Supply Chain Management) concept; P-04: Cooperation in supply chains: concept, role and levels; P-05: Modern SCM concepts; P-06: Bullwhip effect: concept, causes and ways to overcome; P-07: Demand and inventory management in the supply chain; P-08: Optimization in supply chains; P-09: Distribution strategies; P-10: Lean supply chains; P-13: Performance measurement in supply chains; P-12: Digital supply chains; P-13: Seminar Paper Presentations						
Practical teaching V-01: Supply Chain Manager; V-02: Supply Chain Map, Methods for Selecting Key Participants in the Supply Chain; V-03: Types and Demonstration of Supply Chains; V-04: Demand Forecasting Methods in the Supply Chain; V-05: Quick Response Concept (QR); V-06: Efficient Customer Response Concept (ECR); V-07: Simulation of the Bullwhip Effect in the Supply Chain; V-08: Deterministic Models for Inventory Management in the Supply Chain; V-09: Application of Optimization Methods in SCM; V-10: Transportation Management Methods in Supply Chains; V-11: SCOR Supply Chain Operations Reference Model; V-12: Vehicle routing simulation; V-13: Logistics Game Distribution Game						
4. Teaching methods:						
Lectures ex cathedra, interactive methods (creative workshops and case study analyses), exercises and laboratory exercises.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	40.00
Colloquiums		Yes	30.00			
Practical teaching		Yes	10.00			
Seminar paper		Yes	10.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Васиљевић, Д., Цветић, Б., Даниловић, М.	Менаџмент логистике и ланаца снабдевања, друго допуњено и проширено издање		ФОН, Београд	2018	
2	Chopra, S., Meindl, P., Kalra, D. V.	Supply Chain Management: Strategy, Planning, and Operation, 6th edition		Pearson Education	2016	
3	Wisner, J. D., Tan, K.-C., Leong, G. K.	Principles of Supply Chain Management, A Balanced Approach, 5th edition		Cengage Learning, USA	2019	
4	Lambert, D. M.	Supply Chain Management: Processes, Partnerships, Performance, 4th edition		Supply Chain Management Institute	2014	

**Literature**

No:	Authors	Title	Publisher	Year
5	Richards, G., Grinsted, S.	The Logistics and Supply Chain Toolkit, 2nd edition	Kogan Page, London	2016



Teaching subject		Quality Management 2				
Subject	01.I00060					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Kićanović Ž. Ana Mijatović S. Ivana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is for students to acquire knowledge at the level of understanding and application of modern quality management concepts based on complexity theory.						
2. Educational outcomes (acquired knowledge):						
An active learner understands and is able to apply the studied concepts in contemporary organizations. He/she is able to adequately choose a method, collect data, analyze, draw conclusions and present research results.						
3. Course content/structure:						
Theoretical teaching Basics of complexity theory. Application of complexity theory in modern organizations. The problem of quality in modern organizations (small organizations, small and medium-sized enterprises, large enterprises, corporations). Application of complexity theory in quality management. Organizational models based on complexity theory. Methods in research in the field of quality management. The concept of qualitative research. Techniques in qualitative research. Practical teaching Understanding the structure of the quality management system of an organization as a complex system; The problem of applying the process approach in modern organizations from the aspect of quality management through the prism of complexity theory; Quality in small and medium-sized organizations vs. quality in large corporations.						
4. Teaching methods:						
Lectures with active student participation, interactive workshops, case studies, practical problem solving, independent research, teamwork, presentation of solutions.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	40.00
Colloquiums		Yes	20.00			
Seminars		Yes	30.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Stacey R. D.	Strategic Management and Organisational Dynamics: The challenge of complexity to ways of thinking about organisations		London: Pitmann Publishing	2003	
2	Pflaeging N.	Organize for Complexity – How to get life into work to build the high-performance organization		BetaCodex Publishing, New York	2014	
3	Holland J. H.	Emergence: From Chaos To Order (Helix Books)		Basic Books	1999	
4	Bryman A., and Bell E.	Business Research Methods		Oxford University Press	2011	
5	Klenke K.	Qualitative Research in the Study of Leadership		Emerald Group Publishing Limited	2016	
6	Хорват А.	Наставни материјали из Менаџмента квалитета 2 у електронском облику (текстови, студије случаја, интерактивне радионице)			2020	



Teaching subject		Standardization of terminologies				
Subject	01.I00061					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Filipović V. Jovan Kićanović Ž. Ana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
To facilitate business communication and cooperation, many international, regional or national organizations harmonize terminology to clarify certain issues of legal impact or when existing standardized terminology conflicts with each other. Therefore, the aim of this course is to help students master the basic concepts, tools and terminology in different management systems. The course will present, define and explain terms and concepts used in international standards and documents for different management systems such as quality, information security, social responsibility, environment, risk, energy efficiency, etc.						
2. Educational outcomes (acquired knowledge):						
Through this course, students will master the terminology and concepts used in document management of various management systems, which will improve their skills and knowledge necessary in business communications, negotiations, and document design of various management systems. Students will be able to appropriately define and use terms from various management systems and demonstrate understanding in the field of management.						
3. Course content/structure:						
Theoretical teaching Basic concepts and definitions of concepts; problems related to the inconsistency of concepts in terminology, transfer of terminology into the management system; practical methods of terminology management; creation and use of terminology tools (terminological databases, online dictionaries, glossaries); Presentation of terms and concepts in certain management system standards (ISO 9000 series, ISO 14000 series, ISO 50001, ISO 27001, ISO 26000, etc.), multiple meanings of certain concepts, differences between certain concepts. Definition of concepts of basic management processes: management, planning, provision, improvement. Practical teaching Definition, application and differences between the concepts of efficiency and effectiveness, safety and security, quality and class, verification and validation, system and process approach, provision and management, management and provision, planning and improvement, control and management; modern understanding of the concept of industry; understanding of the concept of total quality management, concepts of quality management systems and other management systems – integrated management system, metaphors in management.						
4. Teaching methods:						
Lectures, exercises, case studies, competition, homework						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	50.00
Homework		Yes	25.00			
Colloquiums		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Филиповић, Ј. и Ђурић, М.	Основе квалитета		ФОН, Београд	2009	
2	Филиповић, Ј., Ђурић, М., Русо, Ј.	Систем менаџмента квалитета		ФОН	2018	
3	Bononno, Robert	Terminology for Translators — an Implementation of ISO 12620			2020	
4	-	ИСО 9000:2015 – Систем менаџмента квалитетом – Основе и речник		ИСО	2015	




Literature				
No:	Authors	Title	Publisher	Year
5	Wright, Sue Ellen and Gerhard Budin	Handbook of Terminology Management	Handbook of Terminology Management	2001



Teaching subject		Accreditation and certification				
Subjcest	01.I00062					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Rakić S. Ana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Understanding the field of accreditation and certification of systems, processes, products, services and personnel, in the function of quality management. Developing specific knowledge about the types of laboratories and their services (products) as well as the general requirements for the competence of laboratories in terms of the management of their services and in terms of technical conditions.						
2. Educational outcomes (acquired knowledge):						
Understanding the field of accreditation and certification as well as the competence of the accreditation body, and accredited bodies that perform conformity assessment - laboratories, inspection bodies and certification bodies. Understanding and connecting knowledge about the work of metrological, testing and medical laboratories, competence requirements, as well as specific technical requirements regarding measurement traceability, measurement uncertainty and measurement validation and interlaboratory comparative testing.						
3. Course content/structure:						
Terminology in the field of accreditation and certification. 2. Accreditation and accreditation body, certification and certification bodies. 3. International recommendations and domestic regulations on accreditation and certification. 4. Conformity assessment standards and accreditation and certification rules. 5. Accreditation documents and procedure and certification procedures. 6. Rules of operation of accreditation bodies, certification bodies and control organizations. 7. Certification bodies for certification: quality management systems, environmental management systems, quality system verifiers, processes, products and services. 8. Accredited laboratories - testing, metrological and medical laboratories, basic laboratory services (products). 9. General requirements for laboratory competence - Requirements related to management. 10. General requirements for laboratory competence - Technical requirements. 11. Measurement traceability and measurement uncertainty. 12. Method validation and inter-laboratory comparison tests. 13. Procedure for preparing a laboratory for accreditation. 14. Laboratory associations – national, regional, international Practical teaching 1. Organization and working methods of Accreditation bodies. 2. Organization and working methods of certification bodies. 3. Development of regulations on accreditation and certification. 4. Development of international recommendations on accreditation and certification. 5. Development of accreditation and certification rules. 6. Colloquium (1). 7. Visit to the Accreditation Body of Serbia. 8. Preparation of a seminar paper for the accreditation of a certification and/or inspection body. 9. Presentation and interpretation of Chapter 4 of the SRPS ISO/IEC 17025 standard Requirements relating to laboratory management. 10. Presentation and interpretation of Chapter 5 of the SRPS ISO/IEC 17025 standard General requirements for laboratory competence - Technical requirements. 11. Rules for certification of quality management systems and environmental management systems. 12. Training of personnel and rules for certification of quality and environmental management system auditors. 13. Rules and methods for certification of processes, products and services. 14. Preliminary exam (2) - preparation for the exam.						
4. Teaching methods:						
Lectures, exercises and Seminar paper.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	30.00
Colloquiums		Yes	20.00	Oral exam	Yes	30.00
Seminar paper		Yes	15.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	J. Filipović, G. Pejović, J. Ruso	Infrastruktura kvaliteta		Fakultet organizacionih nauka	2017	
2	G. Pejović, B. Tošić	Praktikum za predmet Akreditacija i sertifikacija		FON, Beograd	2018	
3	-	Међународни стандарди из области оцењивања усаглашености			2020	

		
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Literature				
No:	Authors	Title	Publisher	Year
4	-	Правила акредитације АТС 2020 и остала правила АТС, <eng>www.ats.rs		2020

Teaching subject		Quality management in administration				
Subject	01.I00063					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Filipović V. Jovan Rakić S. Ana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Understanding the field of quality management and quality assurance in the public sector and administration. In addition to general knowledge for understanding the structure and means of measuring quality, students will also distinguish between different models for assessing the quality of an organization such as benchmarking, ISO, BSC, "5 gaps", EFQM/CAF, etc. In a practical sense, students will be able to apply these modern tools for quality development. Also, based on understanding the concept of total quality management, students will apply all phases of planning, monitoring, implementation and improvement of total quality management through seminar work on practical examples						
2. Educational outcomes (acquired knowledge):						
Students will be able to synthesize, apply and disseminate acquired knowledge in the field of quality management in management. Students will also be able to design a quality management system in management, detect inconsistencies in process outputs in different sectors of the organization, and implement improvements by applying modern tools in management processes. Students will possess the skills necessary for the implementation of quality concepts.						
3. Course content/structure:						
Theoretical teaching Development of quality concepts; Definitions of quality; From quality control to total quality management (TQM); The need for the concept of integrated management; Total quality management (customer orientation, process review, teamwork, fact-based decision-making, continuous improvement, etc.); Stages of development of TQM and PDCA cycle; User: Directing the development of the organization; Continuous improvement and the role of technology; Quality as a tool for strategy; Models for assessing the quality of organizations (Benchmarking, BSC, EFQM, CAF); Self-assessment as a means of organizational learning; Perspectives for further development Practical teaching Case studies in the field of quality management in administration accompanied by Lectures and with the application of the IWA 4 and CAF (Common Assessment Framework) models.						
4. Teaching methods:						
Lectures, exercises, case study analysis, analysis and application of standards						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	55.00
Colloquiums		Yes	15.00			
Seminar paper		Yes	25.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Филиповић Ј., Русо Ј.	Менаџмент квалитет у јавној управи – скрипта			2020	
2	Драгољуб Кавран	Јавна управа: реформа, тренинг, ефикасност		Библиотека "Реформа државне управе"	2003	
3	-	IWA 4 Guidance for the application of ISO 9001:2000 in local government			2005	
4	-	Common Assessment Framework (CAF)		European CAF Resource Centre	2013	
5	Milosevic, D., Djuric, M., Filipovic, J., & Ristic, S.	Benchmarking as a quality management tool in public administration		Engineering Economics	2013	

**КЊИГА ПРЕДМЕТА - Менаџмент и организација**

Teaching subject		Management system of information security			
Subject	01.100064				
Number of ECTS:	5				
Program(s) in which it is performed		MIO - Management and Organization, Elective subject			
UNO subjects					
Teachers:		Živković D. Nedeljko Glogovac G. Maja Kićanović Ž. Ana			
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
The aim of the course is to enable students to design a security management system using standardized models (ISO/IEC 27001:2013), as well as to apply other standards from this series in practice (ISO 27002-security controls, ISO 27003-guidelines for designing an information security management system, ISO 27004-information security measurement, ISO 27005-information security risk management).					
2. Educational outcomes (acquired knowledge):					
Course Outcome					
<ul style="list-style-type: none"> • Understanding the concepts, approaches, standards, methods and techniques necessary for effective management of information security systems; • Understanding the relationships between the components of an information security management system, as well as the importance of risk management, the role of management elements and the necessity of considering and respecting various stakeholders of the organization; • Acquiring the competencies necessary for the application of standardized information security management system models (based on the ISO 27001 standard); • Acquiring the competencies necessary for the management of a team working on the organization of an information security management system and the implementation of the appropriate standardized system model (ISO 27001); • Acquired knowledge and skills necessary for the recognition and application of best practices in the field of information security management systems; • Acquired knowledge necessary for analysis and decision-making in the context of information security management. 					
3. Course content/structure:					
Course content					
Theoretical teaching					
Generalization of the concepts of management systems. Management systems and the process approach; Presentation of the ISO 27001, ISO 27002, ISO 27003 standards and the regulatory framework; Basic principles of information security; Preliminary analysis and determination of the maturity level of the existing information security management system (ISO 21827); Preparation of a business case and project plan for the organization of the ISMS and the application of standardized models; Defining the scope of the ISMS; Development of the ISMS and information security policy; Selection of an approach and methodology for risk assessment; Risk management: identification, analysis and treatment of risks (ISO 27005 guidelines - information security risk management); Preparation of a statement of applicability; Application of the document management framework; Design of management elements and writing procedures; Application of management elements;					
Practical teaching					
C1. Development of training programs and information security education and communication; C2. Incident management (based on ISO 27035); C3. Management of SMSI operations; C4. Management and monitoring of the SMSI; C5. Development of metrics, performance indicators and controls in accordance with ISO 27004; C6, C7 and C8. ISO 27001 internal audits; C9. and C10. Review of the SMSI by top management; C11. Implementation of a continuous improvement program; C12. Preparation for the ISO 27001 certification audit; C13. Creative workshop; and C14. Case study.					
4. Teaching methods:					
Lectures and exercises use active learning methods based on real-world problems and case studies that have been specially developed for this subject and are internationally recognized. Lectures and exercises are conducted with active student participation through class discussions, interactive workshops, work on case study solutions in teams, and independent research.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Written exam	
Colloquiums		Yes	20.00		
Seminars		Yes	30.00		

**Literature**


No:	Authors	Title	Publisher	Year
1	Laudon, K. C., & Laudon, J. P.	Management information systems. Seventh edition	Prentice Hall PTR	2002
2	Ј. Филиповић, Б. Јовановић	Квалитет и информационе технологије - приручник за вежбе		2019
3	-	SRPS ISO/IEC 27001:2014 Information technology - Security techniques - Information security management systems - Requirements (ISO/IEC 27001:2013 including Cor 1:2014 and Cor 2:2015)		2015
4	-	SRPS ISO/IEC 27000:2018 Information technology - Security techniques - Information security management systems		2018
5	-	SRPS ISO/IEC 27002:2015 Overview and vocabulary Information technology - Security techniques - Code of practice for information security controls (ISO/IEC 27002:2013 including Cor 1:2014 and Cor 2:2015)		2015
6	-	SRPS ISO/IEC 27003:2017 Information technology - Security techniques - Information security management systems – Guidance		2017
7	-	SRPS ISO/IEC 27004:2017 Information technology - Security techniques - Information security management - Monitoring, measurement, analysis and evaluation		2017
8	-	SRPS ISO/IEC 27005:2017 Information technology - Security techniques - Information security risk management		2017
9	-	SRPS ISO/IEC 27006:2017 Information technology - Security techniques - Requirements for bodies providing audit and certification of information security management systems		2017
10	-	SRPS ISO/IEC 27007:2018 Information technology - Security techniques - Guidelines for information security management systems auditing		2018
11	-	SRPS ISO/IEC TR 27008:2014 Information technology - Security techniques - Guidelines for auditors on information security controls		2014



Teaching subject		Quality assurance in the software industry				
Subject	01.I00065					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Filipović V. Jovan Đurić B. Mladen Devedžić B. Vladan				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета		Мора се одслушати	Мора се положити	
1,	Z00013	Quality basics		Yes	Yes	
Conditions:						
1. Educational goal:						
Introduction to software quality models and characteristics. Understanding and mastering software quality management and assurance processes. Understanding work organization, management systems, and environments in which software quality assurance is performed.						
2. Educational outcomes (acquired knowledge):						
The student knows relevant models and is able to identify software quality characteristics. He is able to perform basic tasks and tasks, in the conditions of work organization and management systems characteristic of software companies, on processes related to software quality assurance.						
3. Course content/structure:						
Theoretical teaching Analysis of the relationship between software quality assurance and (traditional) quality management; The concept of software quality and software quality assurance; The culture of software quality assurance; Basic tasks and tasks in software quality assurance; Study of the two basic organizational environments in which this work is done - Waterfall and Agile/Scrum; Study of the division of roles in the Agile/Scrum environment, and analysis of the links with quality management; Standards and requirements for software quality assurance; Software quality models; Software quality testing. Quality measurement. Quality metrics; Costs of software quality assurance; Software defects and their elimination; Verification and validation; Processes, procedures and policies in software quality assurance; Software quality assurance planning. Practical teaching Demonstration of specific applications of techniques and methods of software project management and quality assurance processes. Practical project.						
4. Teaching methods:						
Lectures: classroom teaching, with demonstration of appropriate software on the computer. Exercises: classroom and laboratory, with use of appropriate software on the computer.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Project assignment	Yes	15.00
Practical teaching		Yes	20.00	Written exam	Yes	30.00
				Oral exam	Yes	25.00
Literature						
No:	Authors	Title		Publisher	Year	
1	-	IEEE Standard for Software Quality Assurance Processes		IEEE Computer Society	2014	
2	-	ISO/IEC 25010:2011 - Systems and software engineering — Systems and software Quality Requirements and Evaluation (SQuaRE) — System and software quality models		ISO/IEC	2011	
3	S.H. Kan	Metrics and Models in Software Quality Engineering (2nd Edition)		Addison-Wesley Professional	2002	



Literature				
No:	Authors	Title	Publisher	Year
4	M. Chemuturi , J. Ross Publishing	Mastering Software Quality Assurance: Best Practices, Tools and Techniques for Software Developers		2010

	
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Teaching subject		Quality management in information systems and technologies				
Subject	01.I00066					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Filipović V. Jovan Živković D. Nedeljko Kićanović Ž. Ana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
To enable students to master the concepts used in quality management in ISI, to understand its place and role in the management system of IT organizations, as well as to study its structure. Practicing the application of various models and standards for the quality management system in ISI (primarily those from the ISO 9000 series) is an integral part of this goal.						
2. Educational outcomes (acquired knowledge):						
Students' ability to: a) understand the requirements for a quality management system and its place in an integrated management system, b) design solutions to meet the requirements for a quality management system in IT organizations, d) develop basic documents necessary for establishing a quality management system in the IT sector.						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>Basic theories of management systems - basic concepts and strategic view of quality management; Understanding the IT organization and its context. Understanding the needs and expectations of interested and interested parties; Determining the subject and area of application of the quality management system, issues and requirements that can influence the planning of the quality management system and can be used as an input element for the development of the quality system; Leadership in the quality management system (Leadership and commitment, Quality policy, Roles, responsibilities and authorities in the IT organization); Planning in the quality management system (Measures to deal with risks and opportunities, General quality objectives and planning for their achievement, Planning for change); Support in the quality management system (Resources, capabilities, awareness and communication); Implementation of operational activities in the quality management system (Operational planning and management, Determining market needs and interacting with users, Operational planning process, Managing external supply of IT goods and services, Development of IT products and services, Production and provision of IT services, Release of IT products and services, Handling of non-conforming IT products and services); Performance evaluation in the quality management system (Monitoring, measurement, analysis and evaluation, Internal audit and Management review); Improvements in the quality management system (Resolving non-conformities and corrective actions, Continuous improvement); Integration of risk-based thinking in quality management systems; Development and analysis of quality management system documentation in ISIT.</p> <p>Practical teaching</p> <p>Exercises 1: Introductory presentation – Concepts of quality management systems and summary of points of the ISO 9001 standard; Exercises 2, Workshop 1: Organizational Context in the IT Sector; Exercises 3, Workshop 2: Leadership; Exercises 4, Workshop 3: Quality Policy; Exercises 5, Workshop 4: Customer Focus in the IT Sector; Exercises 5, Workshop 4: Organizational Roles, Responsibilities and Empowerment in the IT Sector; Exercises 6, Workshop 5: Planning; Exercises 7, Workshop 6 Support; Exercises 8, Workshop 7: Implementation of Operational Activities in the IT Sector 1; Exercises 8: Workshop 8: Implementation of Operational Activities in the IT Sector 2; Exercises 9, Workshop 9: Performance Evaluation; Exercises 10, Workshop 10: Customer Satisfaction; Exercises 11, Workshop 11: Improvement</p>						
4. Teaching methods:						
Lectures, exercises, consultations, work on project assignments, case studies						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	50.00
Colloquiums		Yes	10.00			
Seminars		Yes	35.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Филиповић, Ј., Ђурић, М., Русо, Ј.	Систем менаџмента квалитета		ФОН	2018	

**Literature**

No:	Authors	Title	Publisher	Year
2	-	Стандард ISO 9001:2015 Системи менаџмента квалитета – Захтеви	Институт за стандардизацију Србије	2015
3	L.D. Goetsch, L. D., & S.B. Davis	Quality Management for Organizational Excellence (7th. ed.)	New Jersey: Pearson	2016
4	J. Filipović, B. Jovanović	Kvalitet i informacione tehnologije - priručnik za vežbe, skripta		2019
5	Laudon, K. C., & Laudon, J. P.	Management information systems. Seventh edition	Prentice Hall PTR	2002



Teaching subject		Standardization and standards in information technologies			
Subjecst	01.I00067				
Number of ECTS:	5				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Filipović V. Jovan Mijatović S. Ivana				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Acquiring advanced academic knowledge in standardization in the field of information systems and technologies at the level of understanding the importance and impact of IT standardization; the purpose and complex relationships of IT standardization organizations and training graduates to apply relevant IT standards in practice.					
2. Educational outcomes (acquired knowledge):					
An active learner understands the importance, purpose and benefits of IT standardization, as well as the complex relationships between standardization organizations in the IT sector, both formal and industry associations and consortia. The student is familiar with relevant standards in the IT sector and is able to participate in their implementation and integration.					
3. Course content/structure:					
Theoretical teaching P1. The concept of standardization and standards in the IT sector. Development and importance of IT standardization in the global market. P2. Classification of IT standards and IT standardization. The concept and specifics of certification in the IT sector. Formal IT standardization. P3. Consortia-based IT standardization. Sectoral IT standardization. P4 and P5 Standardization organizations in the field of IT, activity, importance and mutual cooperation (ITU, ISO, IEC, CEN, CENELEC, ETSI, TIA, W3C, IEEE, OASIS, OMG, IETF, OSI, etc.). P6. The connection between IT standards and the global market. Mechanisms that enable the success of IT standards in the market. Competition of IT standards. P7. Dynamics and quality of standards in the IT sector. The concept of open standard. Specific principles of IT standardization. The paradox of the RAND/FRAND principle in IT standardization. P8. Problems solved by standardization in IT. The problem of interoperability and compatibility. The problem of modularity. The problem of IT service management. P9. and P10. Standards related to IT service management. ITIL concept of IT service management. The connection of the ITIL concept with the requirements of the quality management system standard according to ISO 9001. P11 and P12. Analysis of the ISO/IEC 20000 series of standards. Integration of IT service management systems and quality management systems. Certification of an IT service management system according to ISO/IEC 20000-1 standard. The connection between ITIL and the ISO/IEC 20000-1 standard P13. and P14. Analysis of IT standards ISO/IEC/IEEE 12207, ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 90003.					
Practical teaching V1. Basic concepts in the field of standardization V 2. Case study: Development of IT standardization. V3. Creative workshop: Classification of standards and standardization. V4. Case study: IT standards and the market. V5. Creative workshop: The process of development, harmonization of solutions and adoption of standards V6. Case study: Obsolescence of IT standards. V7. Case study: Consortia based standardization. V7. Case studies in the field of sectoral standardization. V8. Stages in the development of standards. V 9. Model of development of IT standards in formal organizations for standardization V10. Model of development of ad hoc de facto IT standards V11. and V12 ISO/IEC 20000 V13 and V14. ITIL concept and ISO/IEC 20000					
4. Teaching methods:					
Lectures and exercises use active learning methods based on real-world problems and case studies that have been specially developed for this subject and are internationally recognized. Lectures and exercises are conducted with active student participation through class discussions, interactive workshops, work on case study solutions in teams, and independent research.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Activity during class		Yes	10.00	Oral exam	Yes
Colloquiums		Yes	20.00		40.00
Урађен пројекат и презентована решења		Yes	30.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Мијатовић И.	Стандардизација 1		Факултет организационих наука	2019



Literature

No:	Authors	Title	Publisher	Year
2	Abdelkafi, N. Bolla, R., Lanting, C.J.M., Rodriguez-Ascaso, A., Thuns M., Wetterwald M	Understanding ICT Standardization: Principles and Practice	ETSI	2018
3	-	ISO/IEC/IEEE 12207:2017 Systems and software engineering -- Software life cycle processes	ISO	2017
4	-	ISO/IEC/IEEE 15288:2015 Systems and software engineering -- System life cycle processes	ISO	2015
5	-	ISO/IEC/IEEE 90003:2018 Software engineering -- Guidelines for the application of ISO 9001:2015 to computer software	ISO	2018
6	-	SRPS ISO/IEC 27001:2014 Information technology - Security techniques - Information security management systems - Requirements (ISO/IEC 27001:2013 including Cor 1:2014 and Cor 2:2015)		2015



Teaching subject		Optimization methods				
Subject	01.100049					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Stanojević J. Milan				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета		Мора се одслушати	Мора се положити	
1,	000001	Operations Research 1		Да	Да	
Conditions:						
1. Educational goal:						
To enable students to apply optimization methods to decision-making processes in some characteristic areas: supply chain management (at the strategic and tactical levels), determining the topologies of computer, telecommunication and road networks, decision-making with the presence of multiple criteria, decision-making under conditions of uncertain and incomplete information. Using optimization software.						
2. Educational outcomes (acquired knowledge):						
After passing the exam, students will be able to: recognize some specific but very common optimization problems, define and formulate appropriate mathematical models, select and apply exact or approximate algorithms to solve these problems, use advanced software to solve them, and analyze and critically present the results to decision makers.						
3. Course content/structure:						
Theoretical teaching: Network optimization - characteristic problems: optimization of roads with different types of criteria (length, capacity and reliability of the road), route determination on road networks, determination of flow in networks. Location problems: Location problems: discrete location problems; continuous location problems; location-allocation problems; location on networks. Multi-criteria optimization: basic concepts; methods for determining efficient solutions (a priori approach); methods for determining the set of efficient solutions (a posteriori approach). Decision-making under conditions of unreliable and incomplete data (stochastic and fuzzy programming). Heuristic methods and metaheuristics. Application of optimization in data science.						
Practical teaching (auditorium and laboratory exercises): Solving optimization tasks in the areas covered in theoretical teaching using known methods: direct application of methods ("manually") and using commercial and open source software.						
4. Teaching methods:						
Classical method (ex cathedra) with the use of a blackboard, computer, projector, solving case studies and at least one hour of practical exercises per week in the computer lab.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Colloquiums		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	M. Vujošević, M. Stanojević, H. Mladenović	Методе оптимизације – мрежни, локацијски и вишекритеријумски модели		Друштво операционих истраживача, Београд	1996	
2	Д. Цветковић и др.	Комбинаторна оптимизација		Друштво операционих истраживача, Београд	1997	
3	M. Vujošević	Методе оптимизације у инжењерском менаџменту		ФОН, Београд	2012	
4	R. Fourer, D.M. Gay, B.W. Kernighan	AMPL: A Modeling Language for Mathematical Programming		Duxbury Press / Brooks /Cole Publishing Company	2002	
5	A. Makhorin	Modeling Language GNU MathProg Language Reference		Free Software Foundation	2020	



Teaching subject		Commercialization of technologies				
Subject	01.I00051					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Marinković P. Sanja Petković G. Jasna					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Developing academic and professional knowledge and skills related to the process of technology commercialization (recognition of opportunities, implementation and control). Training students in the application of models, methods and techniques, as well as in defining success indicators in this process.						
2. Educational outcomes (acquired knowledge):						
The student possesses academic and professional knowledge and skills related to the process of commercialization of technology (new and existing). Analyzes the external and internal environment of the organization with a focus on technology. The student is able to apply methods and techniques of technology management in the process of making decisions related to technology transfer, introduction and diffusion of technological innovations. Critically analyzes alternatives in the commercialization process and evaluates the success of the commercialization process using performance indicators.						
3. Course content/structure:						
Theoretical teaching Technology commercialization as a phase of the innovation process (from IR to market); Commercialization of existing technologies - technology diffusion; Analysis of external and internal environmental factors; Industry analysis and identification of stakeholders; Stable, flexible and turbulent technologies; Vertical and horizontal technology transfer; Technological entrepreneurship; Commercialization strategies - competition and cooperation; Positioning and differentiation; Institutional support for the commercialization process; The role of the entrepreneurial ecosystem; Technology commercialization in the global environment; Success indicators; Technology commercialization and sustainable development. Practical teaching Exercises follow the content and structure of Lectures and include: Case studies - successful and unsuccessful models of technology commercialization; Strategic management methods, forecasting methods, evaluation methods and technology selection in the commercialization process; Evaluation methods and decision support in choosing a commercialization model; Defining and monitoring performance indicators.						
4. Teaching methods:						
Presentation of course content, discussions, case studies, homework, individual and group student presentations.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	20.00	Written exam	Yes	30.00
Seminars		Yes	50.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Леви-Јакшић, М., Маринковић, С., Петковић, Ј., Ракићевић, Ј., & Јовановић, М.	Технолошко предузетништво		Београд: ФОН	2018	
2	Леви-Јакшић, М., Маринковић, С., & Петковић, Ј.	Менаџмент иновација и технолошког развоја		Београд: ФОН	2015	
3	Schauffeld, J.	Commercializing Innovation: Turning Technology Breakthroughs into Products		Apress	2015	
4	Touhill, C.J., Touhill, G.J. O'Riordan	Commercialization of Innovative Technologies: Bringing Good Ideas to the Marketplace		Wiley-AICHe	2011	

**Literature**

No:	Authors	Title	Publisher	Year
5	Rafinejad, D.	Innovation, Product Development and Commercialization, Case Studies and Key Practices for Market Leadership	J. Ross Publishing	2007



Teaching subject		Technological analysis methods				
Subject	01.I00052					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Petoković G. Jasna Marinković P. Sanja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Developing academic and professional knowledge and skills on methods, techniques and models to support strategic and operational technology management in an enterprise. Students are trained to apply knowledge to solve specific issues of forecasting, planning, organizing and managing the dynamics of changes in technology, technological systems, processes and operations in practice. Also, the goal is for students to acquire knowledge on numerous methods and techniques that encourage and support technological innovations in an enterprise as a significant condition for business competitiveness in modern conditions, from exploratory and normative methods of technological forecasting, through indicators of technology performance in an enterprise, methods of evaluation and selection of technology to methods for supporting technological innovations in an enterprise.						
2. Educational outcomes (acquired knowledge):						
The student possesses academic and professional knowledge of methods used for the purposes of technological analysis as a support for technology management in an enterprise. The student is able to apply skills to solve specific issues of forecasting, planning, organizing and managing the dynamics of changes in technology, technological systems, processes and operations in practice. Analyzes and makes a decision on which method to apply in a particular situation, with what reliability it can be used and applies critical thinking before using the obtained result as a basis for planning future actions. Analyzes various aspects of the success of technology management and applies the obtained results for the purpose of improving business.						
3. Course content/structure:						
Theoretical teaching Technology management; Technology and organization; Strategic technology management; Support for strategic technology management; Operational technology management; Support for operational technology management; Technological forecasting: Delphi, PATTERN, Brainstorming; Technology performance indicators in the enterprise: Technological progress indicators (TP), Types of TP, TP rate, Objective matrix; Technology evaluation and selection methods: Ranking method, AHP method, Methods for supporting technology innovations in the enterprise. Practical teaching Analysis of application examples and solving tasks using various methods in the field of technology management and development; Solving tasks using software; Application of methods in domestic enterprises; Presentations of seminar papers and project tasks; Analysis of case studies; Presentations of the application of selected methods in specific, selected enterprises.						
4. Teaching methods:						
Lectures, interactive teaching; workshops, exchange of ideas and knowledge through group discussion, learning by example through case studies, mentoring and teamwork; Training students to apply technology management methods and techniques in companies; Solving tasks with active student participation; Involving students in research work through the preparation of seminar papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	20.00	Written exam	Yes	30.00
Seminars		Yes	50.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Леви-Јакшић, М.	Менаџмент технологије и развоја		Београд: Чигоја штампа	2010	
2	Леви-Јакшић, М., Маринковић, С., & Петковић, Ј.	Менаџмент иновација и технолошког развоја		Београд: ФОН	2015	
3	Леви Јакшић М., Маринковић С.,& Петковић Ј.	РС Технологија, Едукативни софтвер			2005	



Literature				
No:	Authors	Title	Publisher	Year
4	Porter, A.L., Cunningham, S.W., Banks, J., Roper, A.T., Mason, T.W.,& Rossini,F.A.	Forecasting and Management of Technology	New York: John Wiley&Sons	2011



Teaching subject		Eco-marketing			
Subject	01.100053				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Ćirović D. Marko Petrović B. Nataša				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Providing knowledge in the field of ecology, environmental protection and marketing with the aim of improving and strengthening the application of eco-marketing results in practice, for the sake of sustainable and/or improved business quality, and focusing on building and promoting ecological and sustainable companies, products and organizations.					
2. Educational outcomes (acquired knowledge):					
Application of eco-marketing tools and techniques in ensuring consumer satisfaction on the one hand and environmental safety on the other. Management of the introduction of environmental design and life cycle assessment into the process of adequate and responsible product management. Application of the green marketing mix. Analysis and determination of eco-marketing strategies. Analysis of consumer behavior and the implications of their behavior on eco-marketing. Management of products and services that rely on renewable natural resources and their sustainable use.					
3. Course content/structure:					
Theoretical teaching Products/services and the environment: problems and solutions. Ecological products and services. Ecological design. Design for the environment. The role of marketing in the introduction of new ecological products and services. Fundamentals of eco-marketing. Eco-marketing concepts. Eco-marketing as a response to ecological marketing management. The role of eco-marketing in the creation of ecological markets. Sustainable marketing. Practical teaching Creative workshops, debates on current topics in green marketing, case studies from practice and interactive educational discussions. Creation and analysis of an "inventory of ecological issues of products". Creation and analysis of an "inventory of ecological issues of services". Consideration and analysis of factors that led to the development of eco-marketing. Case study: eco-marketing. Case study: environmentally friendly product. Case study: green startup. Preparing presentations and presenting seminar papers and case studies.					
4. Teaching methods:					
Presentation of content (ppt and multimedia presentations, educational films...). Interactive work on solving case studies. Discussions on a pre-defined and presented problem. Teamwork in creative workshops. Critical analysis, evaluation and synthesis of information, problems and issues when developing concrete and independent research work by students when creating seminar papers and study research papers.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	30.00	Oral exam	
Seminars		Yes	40.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Петровић, Н.	Handout-и са Lectures		Београд: Факултет организационих наука	2020
2	Петровић, Н.	Еко-маркетинг, скрипта		Београд: Факултет организационих наука	2020
3	Dahlstrom, R.	Green Marketing Management		South-Western College Pub	2012
4	Ottman J.A.	The five simple rules of green marketing		Design management review	2008
5	Ottman J.A.	The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding		Routledge	2017
6	Pelz, F.M. & Peattie, K.	Sustainability Marketing: A Global Perspective		Wiley	2012



Teaching subject		Reliability and risk analysis				
Subject	01.I00054					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Makajić-Nikolić D. Dragana Andrić Gušavac Š. Bisera					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites						
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити		
1,	Z00010	Probability theory	Yes	Yes		
Conditions:						
1. Educational goal:						
The goal of this course is to train students to determine reliability, assess risk, and manage complex systems using modern software tools.						
2. Educational outcomes (acquired knowledge):						
Upon passing the exam, students will be able to						
1. understand the role of reliability and risk in managing the performance of real systems,						
2. model complex systems from a reliability perspective and apply reliability analysis methods,						
3. develop a comprehensive risk management plan,						
4. identify risks and perform their assessment,						
5. use reliability analysis and risk assessment software,						
6. analyze the results and develop plans to avoid and/or mitigate risks.						
3. Course content/structure:						
Theoretical teaching: Introduction to tasks and reliability theory - basic concepts. Exponential and Weibull distributions in determining reliability. Reliability of complex systems - block diagrams in reliability analysis. Maintainability, repair time, downtime; system availability and effectiveness. Modeling of repairable systems: Markov models. Human reliability. Risk - basic concepts, approaches to risk management, risk measurement, attitude to risk. Risk identification (HAZOP). Risk ranking (Risk matrix, FMEA). Risk cause analysis (Root cause analysis, Fault tree analysis). Risk consequence analysis (Event tree analysis). Risk reduction or mitigation measures. Risk assessment standards (ISO 31000 series).						
Practical teaching (audit and laboratory exercises): Analysis of component failure data and determination of component reliability. Application of exponential distribution properties in determining component reliability. Determination of reliability of complex systems using reliability block diagrams. Application of Boolean algebra in determining the reliability of complex components. Application of Markov models in determining system availability. Determination of component and system reliability using Windchill software. Analysis of business processes and the role of risk assessment in their improvement. Risk identification using the HAZOP method. Risk evaluation using the Risk Matrix. Risk evaluation using the FMEA method. Risk cause assessment using the Root Cause Analysis and Fault Tree Analysis methods. Assessment of risk consequences, scenarios and outcomes using the Event Tree Analysis method. Risk assessment using Windchill software.						
4. Teaching methods:						
Classical method (ex cathedra) with the use of a blackboard, computer, projector, solving short case studies and one hour of practical exercises per week in the computer lab.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	30.00
Colloquiums		Yes	20.00			
Project assignment		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	С. Крчевинац и др	Операциона истраживања 2		ФОН, Београд	2013	
2	P. D. T. O'Connor	Practical reliability engineering		Wiley	2011	

**Literature**

No:	Authors	Title	Publisher	Year
3	C. A. Ericson II	Hazard analysis techniques for system safety	Wiley	2015
4	P.Hopkin	Fundamentals of risk management: understanding, evaluating and implementing effective risk management	Kogan Page Publishers, Philadelphia	2017



Teaching subject		Digital production management				
Subject	01.I00041					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Lečić Cvetković M. Danica Đorđević Milutinović S. Lena					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
By studying the program content of this course, advanced academic and professional knowledge and skills are acquired about the modern method of production management - digital production management, the application of e-business standards and the use of modern information and Internet technologies.						
2. Educational outcomes (acquired knowledge):						
Application of acquired knowledge and skills in the field of digital production management, as well as the application of modern methods, techniques and tools, based on information and Internet technologies, to improve production management in enterprises.						
3. Course content/structure:						
Theoretical teaching Introduction: E-business. E-business and manufacturing companies. Customers and the Internet. Digital production management - definitions and importance. Preconditions for the implementation of digital production management. Strategic principles of digital production management. Necessary company competencies for the implementation of digital production management. Planning in digital production management. Digital product design. Digital management of enterprise resources. Digital control of production processes and product quality control. Digital product tracking. Collaboration of business partners. Integration of information flows of production systems using production process models and documents. Advantages of digital production management.						
Practical teaching: Introduction: modern methods, techniques and tools for digital production management. Application of RFID technologies in digital production management. Comparative analysis of barcode and RFID technologies. Advantages and disadvantages of RFID technologies. Presentation of examples of application of RFID technology in digital production management in various industries. Application of Drone technology in digital production management. Advantages and disadvantages of Drone technology. Presentation of examples of application of Drone technology in digital production management in various industries. Application of IoT technology in digital production management. Advantages and disadvantages of IoT technology. Presentation of examples of application of IoT technology in digital production management in various industries. Digital entrepreneurship – definition, importance. Models of digital entrepreneurship. Advantages and disadvantages of digital entrepreneurship. Social networks and digital production management. Examples of application of digital entrepreneurship. "Smart" industry.						
4. Teaching methods:						
v						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	50.00
Seminars		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Лечић-Цветковић, Д., Атанасов, Н.	Управљање производњом и пружањем услуга		ФОН, Београд	2015	
2	Chaffey, D., Hemphill, T, Edmundson-Bird, D.	Digital Business and E-Commerce Management		Pearson, UK	2015	
3	Behmann, F. and Wu, K.	Collaborative Internet of Things (C-IoT): for Future Smart Connected Life and Business		John Wiley & Son, USA	2015	
4	Timings, R., Wilkinson, S.	E-manufacture		Prentice Hall, Edinburg, UK	2004	



Teaching subject		Key management production performance				
Subjecst	01.100042					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Lečić Cvetković M. Danica Rakićević M. Zoran					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Within this course, students will acquire advanced academic and professional knowledge and skills on modern methods of production performance management, the application of performance management models and systems, the identification of production performance, as well as on production management through the application of performance indicators.						
2. Educational outcomes (acquired knowledge):						
Identification of performance in production management and processes of a manufacturing company. Application of performance management models and systems in production management. Solving complex problems in production management using performance indicators.						
3. Course content/structure:						
Theoretical teaching Introduction: production, production processes. Performance – basic concepts and definitions. Performance characteristics and concepts of performance management in production. Classification of performance in production. Key performance in production. Models and systems for performance management: Balanced Scorecard; Performance Prism; Performance Pyramid; European Foundation for Quality Management Model; Performance Management System Questionnaire. Performance measurement – performance indicators. Performance management. Implementation of performance management systems. Performance-based production management. Application of information systems in production performance management.						
Practical teaching: Introduction: production performance, production performance management. Application of performance management models and systems on specific examples: Case study – application of the Balanced Scorecard; Case study – application of the Performance Prism; Case study – application of the Performance Pyramid; Case study – application of the European Foundation for Quality Management Model; Case study – application of the Performance Management System Questionnaire. Key performances in production management – by management phases: Performance in production planning and preparation; Performance in production organization; Performance in production implementation; Performance in production control. Advanced approaches to the management of key production performances. Presentation of the application of information systems for production performance management.						
4. Teaching methods:						
Lectures are delivered using Power Point presentations, through the presentation of various practical examples. Exercises involve practical work by students on a certain number of case studies – specific examples from practice – through the organization of creative workshops.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	50.00
Seminars		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Franceschini, F., Galetto, M., Maisano, D.	Designing Performance Measurement Systems		Springer, Switzerland	2019	
2	Barrows, E., Neely, A.	Managing Performance in Turbulent Times		Wiley&Sons, New Jersey, USA	2012	
3	Various Authors	Effective Operations and Performance Management		Bloomsbury Infor. Ltd, London, UK	2010	
4	Parmenter, D.	Key Performance Indicators: Developing, Implementing, and Using Winning KPIs		Wiley&Sons, New Jersey, USA	2020	

Teaching subject		Entrepreneurial management of small and medium-sized enterprises				
Subjecst	01.I00043					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Rakićević M. Zoran Lečić Cvetković M. Danica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Developing advanced academic and professional knowledge in the domain of Entrepreneurship and Management of Small and Medium Enterprises (SMEs) and their application in SME employment						
2. Educational outcomes (acquired knowledge):						
The student possesses advanced academic and professional knowledge related to the field of entrepreneurial management of small and medium-sized enterprises. Analyzes and evaluates entrepreneurial intentions and identifies entrepreneurial opportunities. Creates and evaluates entrepreneurial ideas and assesses their business potential. Applies the methodology of creating a business plan. Critically analyzes the problems and needs of SMEs for support management, plans activities and develops a support model. Plans and organizes new internal entrepreneurial ventures in SMEs and assesses the potential for improving the SME business.						
3. Course content/structure:						
Theoretical teaching Small and medium-sized enterprises, role, importance, specific characteristics. Circumstances of SME business. The state of SME in Serbia and the EU. Analysis of the business environment for the development of entrepreneurial ideas and SME. Fundamentals of entrepreneurship, importance of entrepreneurship, specialized disciplines of entrepreneurship. Establishing a startup, small business, entrepreneurial process, entrepreneurial resources. Orientation towards entrepreneurship, measuring entrepreneurial readiness and entrepreneurial intentions. Problems and support of SME. SME business: Inputs and outputs of SME, SME stakeholders, SME networking. Fundamentals of management (planning, organizing, implementing and controlling) of SME. Management of SME resources and processes. SME life cycle. Development of management, functions and processes in SME. Succession strategies in SME, specifics of management in family businesses. Manufacturing SME, methods and techniques for planning production operations in SME. Lean Startup methodology. Practical teaching: Basic methodologies for evaluating entrepreneurial ideas and future entrepreneurial ventures. Basic elements of the business plan structure. Sources of entrepreneurial ideas, methods for generating entrepreneurial ideas. Analysis of students' entrepreneurial intentions. Basic steps in starting your own business: market part of the business plan, operational part of the business plan, organizational part of the business plan, operational part of the business plan, financial part of the business plan, risk analysis of the future entrepreneurial						
4. Teaching methods:						
Theoretical teaching in lectures and Practical teaching in exercises with interactive student work on examples. Mentoring with a teacher for small groups of students.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	50.00
Seminar paper		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Омербеговић-Бијеловић, J. (2010)	Основе операционог менаџмента		ФОН, Београд	2010	
2	Hisrich, R. D., Peters, M. P., & Sheperd, D. A.	Entrepreneurship, 10th Edition		McGraw Hill Education, New York	2017	
3	Longenecker, J. G., Moore, C. W., Petty, W., & Palich, L. E.	Small Business Management: Launching and Growing Entrepreneurial Ventures. 18th edition.		Thomson South-Western	2017	



Teaching subject		Value analysis and management			
Subjecst	01.I00044				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Rakićević M. Zoran Antić R. Slobodan				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
Developing advanced academic and professional knowledge in the domain of theory and practice of analysis, engineering and value management. Educating students in the application of methods and techniques of analysis, engineering and value management.					
2. Educational outcomes (acquired knowledge):					
The student possesses advanced academic and professional knowledge related to the field of analysis, engineering and value management. Analyzes and applies methods and techniques of analysis, engineering and value management. Solves complex problems in order to reduce costs and increase the value of products, services and processes. Uses functional analysis and specification techniques (FAST, FPS). Leads complex projects in the domain of analysis, engineering and value management.					
3. Course content/structure:					
Theoretical teaching History of the development of the field; The concept of value, primary and secondary function; The value of products and services; The cost of creating value. Research objects in value analysis. The place, role and variability of value analysis in: design, projection, planning, preparation, organization and control (of resources, processes, functions), with the aim of applying measures to detect and reduce organizationally-related costs, increasing the success of the company. Methodology of value analysis and engineering: identification of functions, evaluation of functions, development of alternatives, methodology of the Business Plan: information phase, action phase, consideration phase, assessment phase, implementation phase, presentation phase. Functional analysis and specification techniques (FAST, FPS). Analysis of the costs of realizing functions. Value management: Management of variants of improving products/services in a competitive environment. Creative value development program through value chain strategies, value networks and operations. Value development process; Value-based growth. Implementation of value analysis and engineering activities. Organization of work in the field of value analysis, engineering and management; Resources for value analysis work; Formal education and practical training for value analysis work. Practical teaching Examples of value analysis and value engineering; Defining and measuring costs and value analysis. Methods and techniques of value analysis. Development of FAST diagrams and FPS techniques on a practical example. Practical project in value analysis, development of basic steps of Job Plan methodology on examples. Application of value analysis in manufacturing and service industries. Application of value analysis in processes: design, procurement, production, sales, maintenance.					
4. Teaching methods:					
Theoretical teaching in lectures and practical teaching in exercises with interactive student work on practical examples..					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Oral exam	
Проектни/Seminar paper		Yes	40.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Younker, D.	Value Engineering: Analysis and Methodology, (Vol. 30)		CRC Press	2003
2	Mukhopadhyaya, A. K.	Value engineering Mastermind: from Concept to Value Engineering Certification		SAGE Publications, India	2009
3	Majls, L. D.	Privredna i tehnička primena analize vrednosti		Privredna knjiga, Gornji Milanovac	1982



Teaching subject		Maintenance management					
Subject	01.100045						
Number of ECTS:	5						
Program(s) in which it is performed		MIO - Management and Organization, Elective subject					
UNO subjects							
Teachers:		Cvetić V. Biljana Danilović D. Miloš					
Number of hours of active teaching (weekly)							
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00		2.00	0.00	0.00	0.00		
Course prerequisites							
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити	
1,	000028	Lean logistics			Да	Да	
Conditions:							
1. Educational goal:							
Acquisition of advanced academic and professional knowledge and skills, as well as the abilities necessary for modeling and managing the maintenance processes of technical systems and installed technological equipment, as well as training for their application in a real business environment.							
2. Educational outcomes (acquired knowledge):							
After completing the learning process, students will be able to define and critically review key elements of the current maintenance strategy for technical systems, to make recommendations for improving the current state of maintenance, and to constantly monitor performance indicators, costs, and effectiveness of the maintenance process.							
3. Course content/structure:							
Theoretical teaching P-01: Introductory notes on the subject and method of work; P-02:- The concept and historical development of maintenance of technical systems; P-03: Corrective and preventive approach to maintenance; P-04: Terotechnology; P-05: Condition-based maintenance and technical diagnostics; P-06: Reliability-based maintenance; P-07. Total productive maintenance; P-08: Proactive maintenance; P-09: Spare parts inventory management; P-10: Maintenance quality and performance; P-11: E-maintenance, CMMS (Computerized Maintenance Management Systems) software; P-12: Organization of the maintenance process, recommendations for good maintenance practice; P-13: Presentations of seminar papers.							
Practical teaching V-01: "In operation" and "outage" states, indicators MTBF, MTTF, MTTR; V-02: Maintenance costs: concept and simulation; V-03: LCC (Life Cycle Cost) costs; V-04: Reliability of elements and reliability indicators; V-05: Reliability of technical systems; V-06: Reliability allocation methods; V-07: FTA failure tree analysis: part 1/2; V-08: FTA failure tree analysis: part 2/2; V-09: Simulation of spare parts inventory management; V-10: Application of the MIP (Maitrisé Intégrée des Processus) method in maintenance; V-11: FMECA failure mode, effects and criticality analysis; V-12: Relx software demonstration; V-13: CMMS class software demonstration.							
4. Teaching methods:							
Lectures ex cathedra, interactive and Auditory exercises (creative workshops and case studies) and practical (laboratory) exercises.							
Knowledge scores (maximum number of points 100)							
Pre-exam obligations		Required	Point	Final exam		Required	Point
Lecture activity		Yes	10.00	Oral exam		Yes	40.00
Practical teaching		Yes	25.00				
Seminar paper		Yes	25.00				
Literature							
No:	Authors	Title		Publisher		Year	
1	Васиљевић, Д., Цветић, Б., Даниловић, М.	Менаџмент логистике и ланца снабдевања, друго допуњено и проширено издање		ФОН, Београд		2018	
2	Васиљевић Д., Словић Д.	Каизен – јапанска парадигма пословне изврсности		ФОН, Београд		2015	

**Literature**

No:	Authors	Title	Publisher	Year
3	Ивановић С.Г., Станивуковић Д., Бекер И.	Поузданост техничких система	Машински факултет	2010
4	Ben-Daya M., Kumar U., Prabhakar Murthy D.N.	Introduction to Maintenance Engineering: Modeling, Optimization, and Management	John Wiley & Sons Inc	2016
5	Agustiady T.K., Cudney E. A.	Total Productive Maintenance: Strategies and Implementation Guide	CRC Press	2016
6	Galar D., Sandbom P., Kumar U.	Maintenance Costs and Life Cycle Cost Analysis	CRC Press	2017
7	Gilbert K., Bowers M.R., Srinivasan M.	Lean Maintenance, Repair, and Overhaul	McGraw-Hill Education	2014



Teaching subject	Flexible services and production
Subject 01.100046	
Number of ECTS: 5	
Program(s) in which it is performed	MIO - Management and Organization, Elective subject
UNO subjects	
Teachers:	Cvetić V. Biljana Danilović D. Miloš

Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00

Course prerequisites				
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити
1,	000030	Computer integrated production	Yes	Yes

Conditions:

1. Educational goal:
Gaining knowledge and experience in solving complex problems in flexible service/production (S/P) systems.

2. Educational outcomes (acquired knowledge):
Acquired knowledge, abilities and skills in the design, analysis and management of flexible I/O systems using quantitative analysis and software tools.

3. Course content/structure:

Theoretical teaching
P-01: Introductory Lectures; P-02: O/P systems; P-03: Operations management in service organizations; P-04: Operations strategy and development; P-05: Capacity planning and management in O/P systems; P-06: Performance evaluation and productivity analysis of O/P systems; P-07: Integrated supply chain management; P-08: Logistics, transport and warehousing; P-09: Intermodal transport and traffic systems; P-10: Location problems in supply chains; P-11: Computer-based planning systems; P-12: Modeling and simulation in O/P industries; P-13: Presentation of seminar papers.

Practical teaching
V-01: Introductory exercises; V-02: Classical and new divisions of O/P; V-03: Case Study 1; V-04: Flexible O/P process; V-05: Flexible O/P – Japanese model; V-06: Calculation of overall equipment efficiency (OEE indicator) in O/P systems; V-07: Case Study 2; V-08: Optimization of flexible O/P; V-09: Optimization of transport and vehicle routing; V-10: Solving location problems in supply chains; V-11: Flexibility and automation; V-12: Flexible factory and robots; V-13: Simulation of flexible O/P.

4. Teaching methods:
Lectures ex cathedra, interactive methods (creative workshops and case studies) and practical (laboratory) exercises.

Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Oral exam	40.00
Practical teaching		Yes	25.00		
Seminars		Yes	25.00		

Literature				
No:	Authors	Title	Publisher	Year
1	Илић, О.	Флексибилне услуге и производња	ФОН, Београд, Lectures у е-форми	2020
2	Даниловић, М.	Флексибилне услуге и производња	ФОН, Београд, Lectures у е-форми	2020
3	Даниловић, М.	Operations Management	ФОН, Београд, софтверски пакет	2020
4	Maleki, R. A.	Flexible Manufacturing Systems: The Technology and Management	Prentice Hall, Englewood Cliffs, New Jersey	1991
5	Tolio, T. (Ed.)	Design of Flexible Production Systems – Methodologies and Tools	Springer, Berlin	2009

**Literature**

No:	Authors	Title	Publisher	Year
6	Jacobs, F.R.and Chase, R. B.	Operations and Supply Chain Management, 15th edition	McGraw-HillEducation, New York, USA	2018
7	Stevenson, W. J.	Operations Management, 13th edition	McGraw-HillEducation, New York, USA	2018
8	Slack, N., Brandon-Jones, A., Johnston, R. and Betts, A.	Operations and Process Management: Principles and Practice for Strategic Impact, 4th edition	Pearson, Harlow, UK	2015



Teaching subject		Intelligent manufacturing				
Subject	01.I00047					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Cvetić V. Biljana Danilović D. Miloš				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета			Мора се одслушати	Мора се положити
1,	000030	Computer integrated production			Да	Да
Conditions:						
1. Educational goal:						
Gaining knowledge and experience to solve complex problems in intelligent manufacturing systems.						
2. Educational outcomes (acquired knowledge):						
Acquired knowledge, abilities and skills in the design, analysis and management of intelligent production systems using artificial intelligence tools and heuristic methods.						
3. Course content/structure:						
Theoretical teaching P-01: Introductory Lectures; P-02: Introduction to computational intelligence; P-03: Digital manufacturing; P-04: Big Data (BD) in manufacturing; P-05: Expert systems (ES) in manufacturing; P-06: Statistical data analysis; P-07: Computer-aided production planning and forecasting; P-08: Artificial intelligence in manufacturing; P-09: Group technology; P-10: Combinatorial problems in manufacturing; P-11: Phase modeling of manufacturing processes; P-12: Parallel programming and manufacturing; P-13: Trends in intelligent manufacturing.						
Practical teaching P-01: Introductory exercises; P-02: Computational intelligence and manufacturing; P-03: BD analysis in manufacturing; P-04: Application of ES in manufacturing; V-05: Classification methods; V-06: Clustering methods for forming production cells 1/2; V-07: Clustering methods for forming production cells 2/2; V-08: Case study 1; V-09: Genetic algorithm for the part ordering problem 1/2; V-10: Genetic algorithm for the part ordering problem 2/2; V-11: Case study 2. V-12: Ant colonies for the cell arrangement problem 1/2. V-13: Ant colonies for the cell arrangement problem 2/2.						
4. Teaching methods:						
Lectures ex cathedra, interactive methods (creative workshops and case studies) and practical (laboratory) exercises.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	40.00
Practical teaching		Yes	25.00			
Seminars		Yes	25.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Даниловић, М.	Интелигентна производња		ФОН, Београд, Lectures у е-форми.	2020	
2	Даниловић, М.	Operations Management		ФОН, Београд, софтверски пакет	2020	
3	Tao, F., L. Zhang and Y. Laili	Configurable Intelligent Optimization Algorithm: Design and Practice in Manufacturing, Springer Series in Advanced Manufacturing		Springer International Publishing Switzerland	2015	
4	Baker, K. R., D. Trietsch	Principles of Sequencing and Scheduling, 2nd edition		John Wiley & Sons, Hoboken, Nj 07030, USA	2019	

**Literature**

No:	Authors	Title	Publisher	Year
5	Behmann, F. and Wu, K.	Collaborative Internet of Things (C-IoT): for Future Smart Connected Life and Business	John Wiley & Sons, USA	2015



Teaching subject		Statistical methods in management			
Subjecst	01.I00026				
Number of ECTS:	5				
Program(s) in which it is performed		MIO - Management and Organization, Elective subject			
UNO subjects					
Teachers:		Jeremić M. Veljko Ignjatović P. Marina			
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
The course provides an overview of statistical methods and models that can be used to support decision-making in various areas of management. Special attention is paid to data collection and processing methods used in marketing and finance, as areas in which statistical analysis methods are most widely used and applied.					
2. Educational outcomes (acquired knowledge):					
The contents of this course enable students to model and solve practical problems in management by applying statistical analysis methods in order to achieve the greatest possible accuracy in conclusions, and thus a greater degree of certainty in decision-making.					
3. Course content/structure:					
Theoretical teaching P01: Data collection. P02: Sample and sample planning. P03: Questionnaire development. Logical questionnaire design. Sample data processing. P04: Distributions. Hypothesis testing. P05: Parametric hypothesis testing. P06: Nonparametric hypothesis testing. P07. Overview of multivariate statistical analysis methods. P08: Exploratory factor analysis. P09: Confirmatory factor analysis. Structural equation modeling. P10: Cluster analysis. Hierarchical clustering methods. P11: Nonhierarchical clustering methods. P12: Econometric modeling. P13: Survival analysis in modern business. P14: Solving specific problems from practice. P15: Solving specific problems from practice. Practical teaching: Exercises, Other forms of teaching, Study research work V01: Data collection. V02: Sample planning. V03: Questionnaire design. Logical questionnaire design. Sample data processing. V04: Standard statistical programs. V05: Parametric hypothesis testing. V06: Nonparametric hypothesis testing. V07: Solving concrete problems from practice. V08: Exploratory factor analysis. V09: Confirmatory factor analysis and structural equation modeling in different programming environments. V10: Hierarchical clustering methods. V11: Non-hierarchical clustering methods. V12: Econometric modeling. V13: Survival analysis. V14: Solving concrete problems from practice. V15: Solving concrete problems from practice.					
4. Teaching methods:					
The classic way, using a blackboard and a computer.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Oral exam	
Seminar paper		Yes	50.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Metcalfe A.V.	Statistics in Management Sciences		Oxford University Press, New York	2000
2	Keller G., Warrack B.	Statistics for Management and Economics, Abbreviated Edition		Thompson, New York	2006
3	Kline R.	Principles and Practice of Structural Equation Modelling		Guilford Press, New York	2016
4	Levine D., Krehbiel T., Berenson M.	Business Statistics A first course		Pearson, New Jersey	2010

	
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Teaching subject		Intellectual property				
Subject	01.I00028					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Stošić A. Biljana Milutinović M. Radul					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Defining and describing the field of intellectual property: identifying, analyzing and using intellectual property rights and defining a strategy for achieving competitiveness and business success.						
2. Educational outcomes (acquired knowledge):						
Application of knowledge and competence in the domain of identifying elements of intellectual capital as a strategic resource, defining intellectual property strategy and managing intellectual property with the aim of increasing competitiveness and overall business success						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>Intellectual capital: intangible value and strategic resource of the enterprise. The concept and forms of intellectual property. Development of intellectual property rights. Intellectual property in the project of development of a new product/service and process: a factor of protection against imitation and increase in benefits. Intellectual property strategy. Invention law - patents, technical innovations, know-how, industrial design, trademarks and service marks, designations of origin, protection against unfair competition. Patents as the "Fifth P" in the innovation and business strategy of the enterprise. The number of applied for and registered patents as an indicator of innovation, technological progress and development. Monitoring patent data as a method of supporting innovation and development management; the impact of patent protection on the value of inventions, innovations and competitiveness - advantages and disadvantages. Trademarks - brands and the impact on competitiveness, innovations and development. Copyright. Problems and possibilities of legal protection in the field of information and communication technologies. The role of intellectual property in the EU and harmonization.</p> <p>Practical teaching</p> <p>Intellectual property rights - examples. Patents and appropriability of innovations. Examples of patents. Examples of technical innovations and know-how. Trademarks and competitiveness. The relationship between a trademark and a brand (legal and management aspects). Examples of trademarks. Examples of distinctive signs. Examples of designations of origin. Industrial design - examples. Examples from the field of e-business. Case studies - the impact of the application of individual intellectual property rights on business success. Searching relevant databases of various forms of intellectual property</p>						
4. Teaching methods:						
Lectures based on prepared Power Point presentations of the content, presentation and analysis of selected case studies, independent student research and problem solving based on assigned tasks, discussions regarding seminar papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam		
Lecture activity		Yes	10.00	Oral exam	Yes	30.00
Colloquiums		Yes	30.00			
Practical teaching		Yes	10.00			
Seminars		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Стошић, Б.	Менаџмент иновација - иновациони пројекти, модели и методи		ФОН, Београд	2013	
2	Lallement, R.	Intellectual Property and Innovation Protection: New Practices and New Policy Issues		John Wiley & Sons	2017	
3	Matos, F., Vairinhos, V., Selig, P. M., & Edvinsson, L.	Intellectual Capital Management as a Driver of Sustainability		Springer	2019	

**Literature**

No:	Authors	Title	Publisher	Year
4	Parr, R. L.	Intellectual property: valuation, exploitation, and infringement damages	John Wiley & Sons	2018
5	Бесаровић, В.	Интелектуална својина: индустријска својина и ауторско право	Правни факултет Универзитета у Београду	2011



Teaching subject		Simulation models in finance				
Subjecst	01.I00018					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Marković M. Aleksandar Knežević P. Snežana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
To introduce students to the methodology of modeling in the field of finance and to point out the possibilities and importance of using financial simulation models and software. To describe and demonstrate to students the process of developing spreadsheet financial models that will enable them to make faster and better financial decisions.						
2. Educational outcomes (acquired knowledge):						
Students will master the basic techniques of spreadsheet modeling and will be able to independently develop a number of elementary spreadsheet simulation models for various financial problems. In addition, they will be able to use models to make qualitative and quantitatively based decisions in the field of financial management and financial risk management.						
3. Course content/structure:						
Theoretical teaching Introductory considerations – modeling and models; model classifications. Modeling in finance – financial models. Financial forecasting. Modeling in spreadsheet programs. Spreadsheet model development life cycle. Advantages and disadvantages of spreadsheet models. Spreadsheet simulation. Preparing a model for simulation. Stochastic processes, determining probability distributions from data and risk analysis. Dependency modeling. Running a simulation. Analyzing simulation results. Add-in programs for spreadsheet models. Practical teaching Basics of spreadsheet modeling – MS Excel. Development and construction of spreadsheet models: Single Cash Flow models – determining the present and future value of cash flows; Annuity repayment models; Models for determining the net present value of investments with a constant and variable discount rate; Loan amortization model; Stock valuation model; Examples of sensitivity analysis in Excel models – Solver&Goalseek; Linear and nonlinear regression models; Financial planning models – corporate financial planning; Portfolio analysis model.						
4. Teaching methods:						
Lectures in the computer classroom with active student participation, presentations, practical work by students at the computer, solving case studies, writing assignments, Seminar papers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Yes	10.00	Oral exam	Yes	50.00
Seminar paper		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Benninga, S.	Financial Modeling		Boston: MIT Press	2014	
2	Holden W Craig	Spreadsheet Modelling in the Fundamentals of Corporate Finance		Prentice Hall	2008	
3	Proctor Scott	Building Financial Models with Microsoft Excel		John Wiley & Sons	2010	
4	Wayne, W.	Financial Models Using Simulation and Optimization		Palisade Corporation	2000	
5	Марковић, А.	Lectures, презентације и наставни материјали у електронској форми			2020	

Teaching subject		Multimedia				
Subject	01.IT0006					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Štavljanin B. Velimir Minović V. Miroslav					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Acquiring advanced knowledge about the characteristics of multimedia objects and systems. Training students to use tools and multimedia technologies when integrating multimedia entities into multimedia applications that will provide an optimal user experience.						
2. Educational outcomes (acquired knowledge):						
Analyzing the capabilities of multimedia entities and their classification. Creating and modifying multimedia entities (text, images, graphics, sound, video, animation). Planning, organizing and controlling the production process of a multimedia application. Integrating multimedia entities into multimedia applications. Evaluating the effects of multimedia applications on users.						
3. Course content/structure:						
Theoretical teaching P-01: Introduction to multimedia information systems. Definitions. Motivation and goals. Evolution of multimedia. Areas of application. P-02: Multimedia hardware technologies. Platforms. Peripherals. Interfaces. Storage and retrieval devices. Input devices. P-03: Multimedia hardware technologies. Output devices. Communications. Distributed multimedia systems. P-04: Multimedia building blocks, techniques. Text and typography. Graphics. Sound. Image. Animation Video. P-05: Compression standards 1 P-06: Compression standards 2 P-07: Design of multimedia information systems. Generic architecture of multimedia information systems. P-08: Design of multimedia information systems. Time-oriented media data model. P-09: Multimedia information systems design. Structured media objects. P-10: Multimedia databases. Working with text. Working with images. P-11: Working with videos. Searching and retrieving in multimedia information systems. Implementation. P-12 Multimedia software technologies. Basic tools. Instant multimedia tools. P-13: Authoring tools. P-14: Multimedia and the Internet. MIME. WWW. Hypertext. Hypermedia. P-15: Web page makers and editors. Plug-ins. Practical teaching V-01: Introduction to multimedia (media types, file formats, standards) V-02: Web technologies (review of current technologies, multi-layer architecture, HTML, scripting languages) V-03: Workshop: Dreamweaver (HTML, working with templates, behaviors, advanced techniques) V-04: Digital image (formats, Photoshop basics, advanced options, filters) V-05: Workshop: Photoshop (layers, masks, channels, actions) V-06: Multimedia databases (basic concepts, feature extraction, searching) V-07: Digital video V-08: Workshop: Premier (MPEG-4 compression standard, Authoring) V-09: MIME. V-10: Digital sound. V-11: Workshop: Audition V-12: WWW. Hypertext. Hypermedia V-13: Workshop: Dreamweaver (HTML, CSS) V-14: Multimedia Programming V-15: Workshop: Adobe AIR, Adobe Flex.						
4. Teaching methods:						
Lectures, exercises.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Homework		Yes	30.00	Written exam	Yes	50.00
Одбрана пројекта		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Starčević, D., Štavljanin, V., Minović, M.	Multimediji		FON, Beograd	2020	
2	Havalдар, P., Medioni, G.	Multimedia Systems: Algorithms, Standards, and Industry Practices		Boston, MA: Course Technology, Cengage Learning	2010	



Teaching subject		English for academic purposes			
Subject	01.I00136				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Anđelković S. Jelena				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites None					
Conditions: At least B2 level of English (according to ZEROJ)					
1. Educational goal:					
Introducing students to the specifics of English for academic purposes in the context of the scientific and professional fields of management and project management. Enabling students to understand and actively and effectively use academic English for reading and writing academic, scientific and professional texts whose structure and conventions correspond to the specified professional field, for giving and understanding presentations and lectures, participating in and leading discussions on specific academic topics, following professional subjects and studying in English.					
2. Educational outcomes (acquired knowledge):					
Students will critically read, analyze, compare and summarize authentic academic texts in English in the field of management and project management, successfully and assertively present and argue on various professional and academic topics, understandably reproduce the content of academic lectures and presentations, and successfully outline and write shorter academic compositions in English.					
3. Course content/structure:					
Theoretical teaching P01: Introduction to academic English: Academic skills, genres, culture and vocabulary; P02: Academic reading techniques: skimming and scanning; Academic essay types and structure; P03: Academic reading: Topic sentence and paragraph structure; Academic writing: Brainstorming ideas and collecting information for essays; P04: Academic reading and writing: Structuring an academic paragraph; Academic listening and note-taking skills; P05: Academic writing: an essay introduction; Academic reading techniques: intensive and extensive reading; P06: Academic writing: an essay body; Academic speaking: presentations; P07: Academic writing: an essay conclusion; Academic speaking: discussions; P08: Academic writing: using in-text references, paraphrasing and avoiding plagiarism; P09: Academic reading: predicting the content of a text; Academic reading and writing: impersonal style and hedging; P10: Academic listening, notes and speaking: summarizing an academic lecture; Academic speaking and writing: language for comparing and contrasting; P11: Academic speaking and writing: language for expressing agreement and disagreement; P12: Academic reading: understanding implicit meaning from texts; Academic writing: avoiding vague words, clichés, and negatives; P13: Academic reading: summarizing; Academic writing: revising an essay draft; P14: Written and oral academic style: differences and similarities; Academic writing: maintaining a formal style; P15: Final revision.					
Practical teaching: V01: Academic text types: practice; Academic vocabulary: practice; V02: Skimming and scanning an academic text: practice; V03: Brainstorming ideas and structuring academic paragraphs: practice; V04: Academic lecture: listening comprehension practice; V05: Academic reading and writing practice: researching texts for essays and writing essay introductions: practice; V06: Developing ideas for body paragraphs: argumentative and descriptive essay writing practice; V07: Concluding an essay: practice; V08: Referencing, paraphrasing and rephrasing in academic writing: practice; V09: Hedging: practice; V10: Comparison essay writing practice; V11: Argumentative essay writing practice; V12: Academic writing practice: cutting the clutter; V13: Academic summaries: writing practice; V14: Academic vocabulary practice; V15: Exam practice.					
4. Teaching methods:					
Communicative approach and interactive teaching: through discussions, oral presentations, use of audio and video materials, authentic professional and scientific texts of various types and topics, individual, team and pair work, mentoring work on the preparation of written and other assignments.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Written exam	
Colloquiums		Yes	40.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Thaine, C. et al	Cambridge Academic English		Cambridge: Cambridge University Press	2012
2	Swales, John M. & Feak, Christine B.	Academic Writing for Graduate Students, 3rd Edition. Essential Tasks and Skills.		Michigan ELT	2012

**Literature**

No:	Authors	Title	Publisher	Year
3	Porter, D.	Check Your Vocabulary for Academic English. 3rd Edition	A & C Black London	2007
4	-	Презентације са Lectures и вежби		2020



Teaching subject		French for academic purposes			
Subjecst	01.I00137				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Anđelković S. Jelena				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites None					
Conditions: B2 level of French (according to ZEROJ)					
1. Educational goal:					
Academic French is intended for all students learning French, but primarily for future international students who want to continue their education or spend a semester (as part of Erasmus+ mobility) at one of the universities or so-called large schools in France. The aim of this course is to provide students with basic knowledge of the French language used in higher education, then to introduce students to the functioning of studies in France (types and methods of lectures and exercises, methods of knowledge assessment, finding their way around campus, etc.), and to prepare students for writing short and long academic papers. The exercises focus on training in understanding authentic documents: various texts and videos, as well as mastering academic writing, making presentations, but also writing motivation letters for employment and internship reports.					
2. Educational outcomes (acquired knowledge):					
Students have knowledge about the models of teaching organization in French higher education, about the specifics of the so-called large schools and their connections with the business world. They know how to work and communicate with professors in written form. They have gained insight into the world of teaching and know the basic characteristics of Lectures and exercises, how to follow general Lectures (CM) in management or information systems, how exercises, tutorials (TD) are performed, how knowledge testing is organized. They have mastered the method of writing academic papers, oral presentations. They have mastered the specific French university language, and have learned numerous abbreviations and acronyms.					
3. Course content/structure:					
Unit 1 – Study in France					
1.1. Pourquoi choisir la France					
1.2. Enseignement supérieur français : introduction					
1.3. Faire des études a l'université					
1.4. Grandes écoles : une particularité française					
Unit 2 – Se repérer dans les études de management					
2.1. Différentes voies d'accès en école de management					
2.2. Se repérer dans l'offre de formation : trouver son Master					
2.3. Grande école de management versus entreprise					
2.4. Comment écrire a un professor					
Unit 3 – Réussir sa rentrée et suivre des cours					
3.1. Réunion de prérentrée					
3.2. Suivre des cours : CM et TD					
3.3. Comprendre les fondamentals du management					
3.4. Comprendre ce qu'est un systeme d'information d'entreprise					
Unit 4 – Réussir ses exams et travaux divers					
4.1. Prendre des notes et réviser pour un examen					
4.2. Modalités de control des connaissances					
4.3. Rédiger des écrits universitaires					
4.4. Préparer un exposé oral					
Unit 5 – Se préparer a l'expérience en entreprise					
5.1. Différences entre stage et alternance					
4. Teaching methods:					
The teaching is interactive and communicative, using video/web material, primarily from the DVD-Roma included with the textbook. Students are encouraged to participate in discussions that compare various aspects of studying in Serbia and France. Written communication is practiced through writing emails to professors and motivational letters for internships.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Written exam	
Colloquiums		Yes	40.00	Yes	50.00




Literature				
No:	Authors	Title	Publisher	Year
1	Цакелјић В.	. Étudier le management en français (DVD-Rom inclus)	Beograd, FON	2018
2	Garnier,S. & Savage, A. D.	Rédiger un texte académique en français	Paris, Ophrys	2011
3	-	Додатни материјали: видео-клипови са интернета, брошуре француских универзитета		2020



Teaching subject		Computational intelligence basics				
Subjecst	01.US0003					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Poledica M. Ana Dragović T. Ivana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	1.00	1.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to acquire basic academic knowledge about the fundamental concepts and methods of computational intelligence (phase logic, neural networks, and evolutionary computing) and their application in solving practical problems.						
2. Educational outcomes (acquired knowledge):						
Students are able to:						
<ul style="list-style-type: none"> • explain the theoretical concepts of computational intelligence methods; • analyze their advantages, disadvantages and limitations in application; • apply fuzzy logic, neural networks and evolutionary computing methods to solve real-world problems; • develop intelligent, hybrid and adaptive systems in the chosen programming language and apply them in different domains. 						
3. Course content/structure:						
<p>Theoretical teaching</p> <p>Overview and historical development of computational intelligence methods. Classical and fuzzy sets, normalization and fuzzification. Operations on fuzzy sets, fuzzy arithmetic. Fuzzy inference systems, Mamdani and Sugeno systems. Fuzzy control systems. Basic elements and functioning of artificial neural networks. Types of neural networks. Network architecture. Activation functions and weight coefficients. Training rules and learning algorithms. Prediction (classification) and clustering with neural networks. Tuning network parameters. Fundamentals of evolutionary computing. Differential evolution, genetic algorithms, swarm algorithms. Adaptive and hybrid intelligent systems.</p> <p>Practical teaching</p> <p>Solving practical tasks from the above areas and program implementation in an appropriate software package or programming language (MATLAB, Python). Development of a project/software solution on a selected data set.</p>						
4. Teaching methods:						
The course is designed as a combination of traditional and electronic learning. Lectures, laboratory exercises, distance learning, case studies, consultations, mentoring.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Project assignment	Yes	70.00
Homework		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Петровић, Б., Поледица, А., Драговић, И., Ракићевић, А., Милошевић, П., Вукићевић А., & Зукановић, М.	Рачунарска интелигенција Практикум у MATLAB-у		Београд: ФОН	2021	
2	Ross, T.	Fuzzy Logic with Engineering Applications (4th ed.)		Chichester: Wiley	2017	
3	Engelbrecht, A. P.	Computational Intelligence: an Introduction		Chichester: Wiley	2007	
4	Haykin, S.	Neural Networks (2nd ed.)		New York: Prentice-Hall	1994	



Teaching subject		Data analysis				
Subject	01.100015					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Radojičić A. Zoran Đoković M. Aleksandar					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Learning data analysis techniques. Understanding the interrelationship of statistical analysis methods and methods and techniques for discovering new information from databases.						
2. Educational outcomes (acquired knowledge):						
Training in data analysis, data structure analysis and database model building. Training in drawing conclusions based on graphical analysis and data visualization. Application and use of the statistical package R and Python.						
3. Course content/structure:						
<p>Theoretical teaching: P01: Classification of multivariate statistical analysis methods. Data types and measurement scales. P02: Graphical analysis and data visualization. P03: Multidimensional data analysis. P04: Visualization of complex data and contents of complex databases. Data visualization algorithms. P05: The concept of knowledge discovery in databases. Classification. Assessment. P06: Prediction. Relationship analysis. P07: Dependency modeling. P08: Cluster discovery. Association analysis. P09: Decision trees. Exploratory data analysis. P10: Evaluation of discovered knowledge. P11: The role of statistics in the process of knowledge discovery in databases. P12: Knowledge discovery in statistical databases. P13: Computer support for statistical research. P14: Evaluation and testing. P15: Solving specific problems from practice.</p> <p>Practical teaching: V01: R and Python software packages for statistics. V02: Concept and programming in R and Python statistical packages. V03: Graphical analysis and data visualization. V04: Visualization of complex data. V05: Programming in R software package. V06: Algorithmic structure of R software package. V07: Programming in Python software package. V08: Algorithmic structure of Python software package. V09: Methods and techniques of knowledge discovery in databases. V10: Evaluation of discovered knowledge. V11: The role of statistics in the process of knowledge discovery. V12: Knowledge discovery in statistical databases. V13: Computer support for statistical research. V14: Connecting R and Python software packages with SPSS. Q15: Solving concrete practical problems in R and Python and connecting to SPSS.</p>						
4. Teaching methods:						
The classic way, using a blackboard and a computer. Practical teaching within the computer center and working on computers.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	25.00
Colloquiums		Yes	20.00	Oral exam	Yes	25.00
Practical teaching		Yes	5.00			
Seminars		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Lohninger H.	Teach/MeDataAnalysis		Springer	1999	
2	Tony Fischetti	R analiza podataka		Kompjuter biblioteka	2018	
3	Michael Dawson	Python: uvod u programiranje		Mikor knjiga	2010	
4	Ковачић З.	Мултиваријациона анализа, 3. издање		Економски факултет	2010	
5	Ковачић, З.	Анализа временских серија		Економски факултет	1995	

Teaching subject		Game theory			
Subject	01.I00016				
Number of ECTS:	5				
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Kuzmanović S. Marija Martić M. Milan Panić V. Biljana				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
The goal of this course is to provide students with advanced academic knowledge of the concepts, principles, models, and techniques of game theory, to enable them to think about economic and social phenomena from the perspective of rational agents, and to enable them to apply game theory concepts to modeling and analyzing strategic interactions in real-world problems.					
2. Educational outcomes (acquired knowledge):					
Students' ability to:					
1. Modeling real-world problems using static and dynamic games,					
2. Solving models, interpreting and critically analyzing solutions in conditions of bounded rationality of agents,					
3. Strategic information management and applying strategic moves in business and other interactions,					
4. Using software for modeling and solving games.					
5. Strategic, analytical and critical thinking in the context of economic and social phenomena and interactions					
3. Course content/structure:					
Theoretical teaching: P01-P02. Introduction and general principles: Subject and goal of studying game theory. Basic concepts of game theory. Strategic thinking. Understanding the rules of the game. Rationality and common knowledge. The concept of equilibrium. P03-P06. Concepts and techniques: Games with simultaneous moves (static games). The concept of dominance. Mixed strategies and unpredictability. Nash equilibrium. Games with sequential moves (dynamic games). Sequential rationality and backward induction. Combination games. P07-P10. General classes of games and strategies: Cooperative and non-cooperative games. Characteristic games. "Prisoner's dilemma" - solution and application. Games with incomplete information. Strategic use of information. Strategic moves and credibility. P11-P15. Applications of game theory: Applications in economics, marketing, finance, computer science, political science. Military applications. Other applications.					
Practical teaching (Exercises and creative workshops): Modeling strategic interactions. Business games. Characteristic games: "prisoner's dilemma", coordination game, "battle of the sexes", "coward" game, "hawk and dove" game, ultimatum game, trust games, etc. Analogy of characteristic games with real situations through examples. Methods and techniques for determining Nash equilibrium and perfect subgame equilibrium. Interpretation of equilibrium. Software for solving and simulating static and dynamic games. Case studies: price wars, market entry, strategic investment, negotiation, auctions, etc.					
4. Teaching methods:					
Lectures accompanied by appropriate presentations and multimedia content.					
Exercises based on illustrative and real-life examples.					
Creative workshops based on interactive work with students through case study analysis, experimental games and simulation.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Written exam	
Homework		Yes	30.00	Yes	
Colloquiums		Yes	20.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Кузмановић, М.	Теорија игара		ФОН, Београд	2017
2	Стојановић, Б.	Теорија игара - елементи и примена		Службени гласник	2005
3	Dixit A., and Skeath S.	Games of Strategy, 2nd edition		Norton, New York	2004
4	Dixit A., and Nalebuff B.	Thinking Strategically		Norton, New York	1991

**Literature**

No:	Authors	Title	Publisher	Year
5	-	Материјал са Lectures и вежби		2020



Teaching subject		Performance analytics - basic concepts				
Subject	01.000053					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Martić M. Milan Savić I. Gordana					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites						
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити		
1,	000001	Operations Research 1	Да	Да		
Conditions:						
1. Educational goal:						
The goal is for students to master the basic concepts of performance analysis using Data Envelopment Analysis (DEA) as well as the application procedure, creating and solving models in a spreadsheet environment or using specialized software.						
2. Educational outcomes (acquired knowledge):						
After passing the exam, students will be able to						
1. understand the field of performance analytics by applying mathematical modeling methods,						
2. become familiar with the method and procedure of application and static DEA models,						
3. create and solve DEA models in a spreadsheet environment and use specialized software,						
4. collect and analyze data, analyze results and create reports with recommendations for performance improvement,						
5. аналитички и критички размишљају и раде у тиму.						
3. Course content/structure:						
Theoretical teaching						
1-2. Performance measures and methods. 3. Benchmarking and comparative performance analysis. 4. Quantitative models for performance assessment. 5. Data envelopment analysis - DEA method. 6-7. Basic static DEA models. 8. Basic extensions of DEA models. 9. DEA models for ranking efficient units. 10. Procedure for applying the DEA method. 11. Analysis and interpretation of results. 12. DEA software. 13. 14. Applications in banking and healthcare. 15. Applications in education and other applications.						
Practical teaching: Exercises and creative workshops						
1-2. Defining performance measures. Procedure for defining performance measures and analyzing raw data. 3. LP (primal-dual complementarity) mathematical models and application of MS Excel solver for solving. 4. Basic primal DEA models. 5. Input and output oriented DEA models - graphical representation. 5. Basic CCR model and BCC model. 6. Model creation in a spreadsheet environment (VBA). 7. Target inputs and outputs. 8. DEA models for ranking efficient units, cross-efficiency matrix, 9. Specialized software for DEA. 10-11. Case study (practical analysis in a spreadsheet environment). 12-15. Practical applications (e.g. banking, healthcare, education, transport, R&D projects, IS, etc.).						
4. Teaching methods:						
Lectures are accompanied by appropriate presentations and illustrations. Exercises are based on the use of MS Excel (VBA) and specialized DEA software. Students will analyze data, obtain results and use them to improve performance through case studies and a final project paper.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	30.00
Practical teaching		Yes	10.00			
Презентација пројекта		Yes	50.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Крчевинац С., Чангаловић М., Вујчић В., Мартић М., Вујошевић М.	Операциона истраживања 1		ФОН, Београд	2012	
2	Мартић М.	Анализа обавијених података са применама		ФОН, Београд	1999	

**Literature**

No:	Authors	Title	Publisher	Year
3	Савић Г.	Компаративна анализа ефикасности у финансијском сектору	ФОН, Београд	2012
4	Cooper W, Seiford L, Tone K.	Introduction to Data Envelopment Analysis and its Applications, With DEA-Solver Software	Springer	2006
5	Zhu, J.	Data Envelopment Analysis A Handbook of Models and Methods. Springer.	Springer	2020



Teaching subject		Leadership and motivation				
Subject	01.I00024					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Kovačević Z. Ivana Miladinović M. Slobodan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Critical understanding of the interdependence of the management function, the phenomenon of leadership and the motivation process; analysis of the psychological aspects of human resource management and the motivational role of the project manager; shaping leadership skills with a special emphasis on the development of leadership motivational potential.						
2. Educational outcomes (acquired knowledge):						
The student will be able to critically understand the relationship between leadership and the motivation process, to connect psychological phenomena with human resource management processes, to comparatively analyze leadership styles and sources of employee motivation, to shape their leadership style and apply leadership skills through engagement in various project tasks, demonstrating techniques for motivating project team members.						
3. Course content/structure:						
Theoretical teaching The concept of leadership and motivation, interdependence of processes. Individual characteristics of successful and unsuccessful project managers. Leadership styles: transactional, transformational and passive. Leadership models. Motivational orientations and motivation for leadership. Connection, power and achievement as leadership motives. Leadership motivation strategies. Planning, leading and monitoring the process of achieving project goals. Outcomes of different leadership styles and techniques for measuring the effects of the leadership process (commitment, engagement and satisfaction).						
Practical teaching Specificities of leading project teams. Using psychological instruments to assess leadership styles. Application of the multifactor questionnaire MLQ to assess leadership style. Using psychological instruments to assess the degree and type of motivation. Application of the Achievement Motivation Assessment (AMI) questionnaire. Construction of instruments for assessing the effects of the leadership process.						
4. Teaching methods:						
Lectures interactive teaching: solving a specific structured task (workshop), experiential learning using role-playing techniques, group discussion, case study, teamwork on the preparation of a seminar paper on an agreed topic.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Yes	40.00	Written exam	Yes	40.00
Seminars		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Милинковић, И	Руковођење оријентисано ка постигнућу.		Задужбина Андрејевић	2019	
2	Madsen, S.	The power of project leadership: 7 keys to help you transform from project manager to project leader.		Kogan Page Publishers.	2019	
3	Schuler, H., Thornton III, G. C., Frintrup, A., Prochaska, M.	Inventar motivacije za postignuće – AMI.		Naklada Slap, Zagreb.	2017	
4	Avolio, B. J., Bass, B. M.	Višefaktorski upitnik rukovođenja.		Naklada Slap, Zagreb.	2010	



Teaching subject		Management and leadership					
Subject	01.100007						
Number of ECTS:	5						
Program(s) in which it is performed	MIO - Management and Organization, Elective subject						
UNO subjects							
Teachers:	Jaško O. Ondrej Jevtić N. Miloš Krivokapić M. Jovan						
Number of hours of active teaching (weekly)							
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes			
2.00	2.00	0.00	0.00	0.00			
Course prerequisites		None					
Conditions: None.							
1. Educational goal:							
The aim of the course is to familiarize students with the basic definitions, concepts and styles of management and leadership, as well as different approaches to studying the management of organizational systems and their parts. The aim is to enable students to recognize situational factors and make decisions about choosing appropriate styles, approaches and activities in management and leadership through the study of different theoretical approaches and practical examples.							
2. Educational outcomes (acquired knowledge):							
Acquisition of advanced academic and professional knowledge in the field of organizational management and leadership. Development of management and leadership skills in managing teams, organizational units, business units and companies. Recognizes key factors and elements that define the situation in which the system operates and combines learned approaches and styles of management and leadership. Defines goals, leads teams and directs activities towards the achievement of set goals.							
3. Course content/structure:							
Theoretical teaching: Managers and their work. Management process. Hierarchical levels in management. Authority and delegation of authority. Nature of authority. Centralization and decentralization. Delegation of authority. Controlling. Controlling business success. Leadership in organizations. Definition of leadership. Overview of basic research directions in the study of leadership. Leadership theories. Personality traits and leader behavior. Situational approaches to leadership. Transformational leadership. Contemporary leadership models. Practical teaching: Theoretical directions of leadership. Management process - planning, organizing, personnel policy, leading, controlling. Operational planning. Planning of the entire business. Relationships between authorities. Individual work and group work. Approaches based on leadership traits, leader behavior and leader power and influence. Approaches and models of leadership study.							
4. Teaching methods:							
Monologue method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks given.							
Knowledge scores (maximum number of points 100)							
Pre-exam obligations		Required	Point	Final exam		Required	Point
Lecture activity		Yes	50.00	Oral exam		Yes	50.00
Literature							
No:	Authors	Title		Publisher		Year	
1	Northouse P.	Liderstvo – teorija i praksa		DataStatus, Beograd		2008	
2	Gary Yukl	Rukovođenje u organizacijama		Jastrebarsko: NakladaSlap		2008	



Teaching subject		Determining work and performance standards				
Subject	01.100008					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Slović R. Dragoslav Simeunović P. Barbara Stojanović D. Dragana Tomašević B. Ivan				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Introducing students to the concepts of determining work standards and performance measurement systems in manufacturing and service business systems. Students will learn how to solve problems of designing, setting and improving work standards, and monitoring achieved performance - work performance, using specific engineering and management methods.						
2. Educational outcomes (acquired knowledge):						
By studying the subject, students acquire advanced academic and professional knowledge that enables critical understanding and application of specific engineering and management methods, as well as skills for independent and team work to solve complex problems of determining, measuring and monitoring work and performance standards - work performance, in production and service business systems.						
3. Course content/structure:						
Theoretical teaching: Determining work and performance standards: subject, procedure, instruments, goals. Concept, importance and development of work and performance standards. Performance measurement systems. Key performance indicators in production and service business systems. Designing, setting and improving work standards and monitoring achieved performance. Standardization of procedures, operations and work methods as a basis for determining standards. Identification of parameters for determining work standards. Determining standard performance by measurement, evaluation, analysis of historical data, expert assessment, benchmarking. Time study. Predetermined times (MTM 2 and MOST Method). Work sampling. Determining the required time and work and time standards. Designing a system for determining and measuring work performance. Designing and updating a catalog of standard performances - work and time standards. Design of a system for monitoring, recording and calculating work performance. Application of work and time standards for planning, calculating and controlling production and service processes. Practical teaching: Models for measuring performance. Key performance indicators: time, quality, costs and flexibility. Design of a system for measuring performance using the GPI model. Design of a system for determining work performance by evaluating multiple parameters. Application of methods of empirical norms and expert time estimates. Application of engineering methods for determining the required time and determining work and time standards. Creation of a time catalog, process flow chart and work division plan.						
4. Teaching methods:						
monologue method, conversation method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks received, consultations in developing a project assignment and independent student work through learning and developing a project assignment.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Written exam	Yes	30.00
Colloquiums		Yes	20.00			
Project assignment		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Петровић Б.	Проучавање рада		ФОН, Београд	1996	
2	Hendersen R. I	Compensation Management in a Knowledge – Based World		Prentice Hall, New Jersey	2003	
3	Sakamoto S.	Beyond world-class productivity: Industrial engineering practice and theory.		Springer Science & Business Media	2010	



Teaching subject		Special events organization				
Subjecst	01.100009					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Čudanov J. Mladen Jevtić N. Miloš Krivokapić M. Jovan				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
<p>The aim of the course is to introduce students to advanced techniques and activities necessary for planning, promoting, successfully implementing and evaluating special events. Furthermore, through practical examples in the field of sports, cultural, scientific gatherings, conferences, seminars and other events, students develop, under the mentorship of a teacher, a special event plan, taking into account a complex set of influencing factors and collaborating with colleagues in specialized areas of management and organization</p>						
2. Educational outcomes (acquired knowledge):						
<p>Acquisition of advanced academic knowledge and skills in the field of organizing various special events: sports events, scientific meetings, conferences, seminars, various gatherings, etc. Development of the ability to independently plan, coordinate and manage complex events, to creatively create original solutions in the field, to select and evaluate alternatives and make complex decisions in the dynamic environment of organizing special events, as well as work in a heterogeneous team tasked with achieving the goals of a special event. Development of the ability to communicate with internal and external stakeholders of special events as well as to transfer the necessary information and knowledge needed for more efficient and effective achievement of the goals of special events.</p>						
3. Course content/structure:						
<p>Theoretical teaching Defining and characteristics of special events. Planning special events. Planning activity programs. Planning human resources. Characteristics of forming teams of volunteers and representatives of the organization. Planning logistical support. Planning marketing activities (branding, promotion, advertising, public relations). Sponsoring special events. Planning event financing. Safety and security of event participants. Legal issues related to special events. Planning infrastructure needs. Preparing documentation. Technical support of the event. Key elements of budget control. Reporting during implementation. Possible risks and risk management strategies. Activities after the event implementation.</p> <p>Practical teaching: Exercises, Other forms of teaching, Study research work Development of project documentation - project structure. Refining the idea. Exercise - Creating a special event process map. Marketing aspects of a special event. Principles of marketing in services. Financial aspects of a special event – cost calculations. Financial aspects of a special event – securing the necessary funds. Organization of a team for the implementation of special events. Functions and responsibilities of team members. Selection of a location. Identification of key stakeholders. The importance of communication in the implementation of special events. Case study – organization of a sports competition. Case study – organization of a scientific symposium. Case study – organization of a wedding.</p>						
4. Teaching methods:						
<p>Monologue method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on assigned tasks, preparation of project papers</p>						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Да	20.00	Written exam	Да	30.00
Seminars		Да	50.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	van der Vagen, Lin; Karlos, Brenda R.	Event management - Upravljanje događajima u turizmu, kulturi, biznisu i sportu		Mate Beograd	2010	
2	Goldblatt, Joe	Special Events: A New Generation and the Next Frontier 6th Ed		Boston, USA: John Wiley & Sons	2010	
3	Matthews, Doug	Special Event Production: The Process		New York, USA: Routledge	2015	



Teaching subject		Organization of public administration				
Subject	01.100010					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Jaško O. Ondrej Jovanović P. Predrag					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to introduce students to the system, institutions and principles of organization of public administration and the public sector as a whole. Considering that the state and its administration are the largest and in many ways the most complex organizational system, studying its structure, levels of organization, functional responsibilities, decision-making processes, control of the implementation and enforcement of laws and decisions of public bodies and institutions is a very complex problem. The aim is to introduce students to the principles of organization of large systems, design of organizational structure and processes, inter-sectoral cooperation and coordination. Special emphasis is placed on enabling students to apply methods of organization and management in accordance with the specifics of public administration and its actors.						
2. Educational outcomes (acquired knowledge):						
Acquiring advanced academic and professional knowledge in the field of public administration organization, public sector and management of bodies and specific institutions of public administration. Defining the goals of organizations in public administration. Defining processes in public administration organizations. Solving structural, strategic and systemic problems of organizations in public administration. Designing a system for controlling the achieved results of organizations in public administration.						
3. Course content/structure:						
Theoretical teaching The concept and importance of public administration, organization of administration and the public sector. Institution of public administration. Principles of organization of public administration: territorial, functional, associative. Models of organization of public administration, in our country and in the world. Comparative presentation and experiences. Principles of organizational design of public administration bodies and their application. Characteristics of development and change of organization of public administration: dimensions (scope) of public administration, differentiation, decentralization, decomposition and outsourcing of public administration. Activities within the jurisdiction of public and public utility companies. Public administration reform. Public sector reform. Models of restructuring of the public sector. Application of network organization in the public sector. E-government - emergence, principles, expansion, participation and harmonization of the work of public administration institutions. E-government processes, development institutions, implementation and control of e-government functioning. Practical teaching: Exercises, Other forms of teaching, Study research work General state structure - levels and competencies. Financing of public administration - models and application in our country. Analysis of public administration organization - functional analysis, principles of organizational design. Performance analysis. Public good, public interest and goals of public administration. Identification of public administration jobs, creation of a catalog of jobs, competencies and responsibilities of administrative bodies and their officials. Procedure for introducing a network organization in the public sector. Standardization of jobs, job descriptions and salary systems. Salary grades, employee evaluation and salary determination.						
4. Teaching methods:						
Monologue method, demonstrative method, case study, learning through collaborative work on solving practical problems, independent student research and problem solving based on the tasks given.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Oral exam	Yes	70.00
Истраживачки рад		Yes	20.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Јашко, О., Голубовић, Д., Комазец, С. & Тодоровић, И.	Могућности и модели реструктурирања јавних предузећа ГО Обреновац		Обреновац, Србија: Синдикат ЈП СКЦ Обреновац	2013	
2	Дулановић, Ж. & Јашко, О.	Организациона структура и промене		Београд, Србија: Факултет организационих наука	2007	

**Literature**

No:	Authors	Title	Publisher	Year
3	Norman, F.	Public Sector Management (fifth edition)	London, UK: SAGE Publications Ltd.	2007




Teaching subject		Business applications in a spreadsheet environment				
Subjест	01.I00011					
Number of ECTS:	5					
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Đorđević Milutinović S. Lena Antić R. Slobodan					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
By studying the program content of this course, advanced academic and professional knowledge of the spreadsheet environment and spreadsheet applications is acquired. Within the framework of this course, students will learn to use the Visual Basic for Applications (VBA) programming language in order to automate data processing procedures in MS Excel, as well as to independently develop business applications. They will also apply the basic concepts of inventory, financial and operating accounting in a company, in the context of creating spreadsheet business applications.						
2. Educational outcomes (acquired knowledge):						
The application of acquired knowledge is reflected in the students' abilities to monitor material and non-material flows in the company, i.e. to monitor information on fixed assets, financial, commodity and material and plant accounting, as well as to monitor information on customers and suppliers, and information for calculating salaries, taxes and contributions to salaries. Also, the acquired knowledge of the spreadsheet environment enables advanced research and data analysis, the creation of various calculations and reports, as well as work automation by creating macros (program codes) in VBA.						
3. Course content/structure:						
Theoretical teaching Introduction to spreadsheet business applications; designing spreadsheet databases and applications; organizing work with data; MS Excel functions for working with data; double-entry bookkeeping system; information on fixed assets; information on materials and goods; information on spare parts, tools, packaging and small inventory; information on production; information on customers and suppliers; calculation of wages, taxes and contributions on employee wages; information on employees; elements of quality of business applications; spreadsheet engineering. Practical teaching Sorting and filtering techniques; pivot tables and subtotals; formulas for linking data; basics of VBA programming; creating a general ledger, journal and posting order; creating a table for calculating depreciation and revaluation of fixed assets; creating a subsidiary ledger of materials and material posting orders; creating a calculation of the cost of products, purchase price and selling price of goods; creating tables of expected cash inflows and outflows; creating tables for calculating salaries, taxes and contributions to salaries; creating a salary card; creating an application for creating a final statement; functions for working with databases (Dfunctions), menus, toolbars, "hot" keys for activating macros; connecting modules to the application.						
4. Teaching methods:						
Lectures and exercises are carried out using Power Point presentations, through the presentation of various practical scenarios, which involve student work on computers. Students independently follow the lessons on computers during exercises. Exercises are carried out in computer rooms. Student study work refers to the preparation of a project work - a spreadsheet application for accounting, according to defined requirements.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Тестови	Yes	25.00
Project development and presentation		Yes	10.00	Oral exam	Yes	30.00
Practical teaching		Yes	25.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Костић, К., Антић, С., Борђевић, Ј.	Информациони системи предузећа у Excel-у		Београд: Факултет организационих наука	2014	
2	Костић, К., Антић, С., Борђевић, Ј.	Информациони системи предузећа у Excel-у-збирка примера		Београд: Факултет организационих наука	2015	



Teaching subject		Economic development				
Subject	01.100012					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Jedank J. Sandra					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites None						
Conditions: None.						
1. Educational goal:						
Introduction to the basic concepts, theories and strategies of economic growth and economic development that are necessary for solving national and global economic problems and achieving sustainable economic development.						
2. Educational outcomes (acquired knowledge):						
Understanding and knowing policies and strategies that can be used to achieve the goals of sustainable economic development. Developing skills to view and analyze economic issues that characterize the process of economic development from different perspectives.						
3. Course content/structure:						
Theoretical teaching Introduction to the theory of economic growth and development; objectives, factors and indicators of economic growth and development; contemporary theories of economic development; contemporary strategies of economic development; production function – combining factors of economic development; models of economic growth; foundations of economic policy (monetary, fiscal, exchange rate policy, price policy) in sustainable economic development; business cycles and policies of stabilization and development; public debt and budget deficit; economic development and inflation; financing of economic development; domestic savings as a source of financing of economic development; external sources of financing of economic development (FDI and portfolio investment); economic crises and development; international organizations and development; small countries and the global economy; economic systems and economic development; economic reforms and development of countries in Eastern Europe, Latin America and Asia; emerging countries and their role in the global economy; inequality and poverty; population and development; climate change, energy efficiency and development; education and development; health and development; information and communication technologies and development; globalization, international trade, trade policy and development; agriculture and development; local and regional economic development; institutional mechanisms and management of the development process; indicators of the achieved level of production and sustainable economic growth and development.						
4. Teaching methods:						
Lectures, exercises, case studies, consultations. Students are stimulated and activated through interactive teaching.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Одбрана семинарског рада и Oral exam	Yes	50.00
Seminar paper		Yes	40.00		Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Крагуљ, Д.	Економија - Основи микроекономске и макроекономске анализе (изабрана поглавља)		издање аутора, Београд	2020	
2	Драгутиновић, Д., Филиповић, М., Цветановић, С.	Теорија привредног раста и развоја (изабрана поглавља)		ЦИД Економски факултет	2012	
3	Једнак С	Развој економије засноване на знању: изазови и могућности (изабрана поглавља)		Задужбина Андрејевић, Београд	2012	
4	Perkins D., Radelet S., Lindauer D., Block S.	Economic Development, 7th Edition (изабрана поглавља)		W.W. Norton&Comapny	2012	
5	Todoro, M.P., Smith S.C	Economic Development - 12th Edition (изабрана поглавља)		Pearson	2015	
6	Gregori, P., Stjuart, R.	Глобална економија и њени економски системи (изабрана поглавља)		ЦИД Економски факултет	2015	



Literature				
No:	Authors	Title	Publisher	Year
7	Robinson, Dž., Asemoglu, D.	Зашто народи пропадају (изабрана поглавља)	Клио	2014

Завршни рад		Final paper				
Subject	01.Z00022					
Number of ECTS:	4					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:						
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
0.00	0.00	0.00	0.00	4.00		
Course prerequisites		None				
Conditions: All exams passed and topic application accepted						
1. Educational goal:						
Developing critical analysis and synthesis of relevant content and skills in solving complex problems in the domain of information systems and technologies. Developing knowledge and skills for argumentative expression, as well as creative and innovative structuring of content related to the selected topic of the final thesis, both in written and oral form.						
2. Educational outcomes (acquired knowledge):						
The student will be able to demonstrate advanced knowledge of the chosen field in written and oral form, and to critically analyze, evaluate and interpret the acquired content in a manner consistent with the formulated topic of the Final Thesis. The student will possess specialized knowledge and skills for innovatively combining the acquired content and formulating solutions to problems in the domain of the study program. The student will demonstrate a creative approach to complex problems, as well as the skills of formulating, reasoning and critically evaluating practically applicable recommendations in the domain of information systems and technologies.						
3. Course content/structure:						
The content basically represents the integration of knowledge and skills mastered within the passed subjects of the study program and the student's professional experience. The final thesis involves independent work on collecting and innovatively structuring the content of relevant literature and empirical data on the selected problem, as well as their critical and argumentative analysis, creative integration and formulation of proposals for solving the problem. The content should be formed into a written form, a logical whole consisting of an introduction, defining the scope and nature of the problem, theoretical and methodological approaches to the problem, i.e. a critical review of the existing relevant literature (terminological definitions, theoretical models and results of empirical research), descriptions and proposed ideas on ways to solve the problem, with a critical review, limitations and proposals for further work, as well as a complete list of sources cited in the paper. After that, a public oral defense of the Final Thesis is held before the Committee that approved the thesis, at which the student presents the most significant results, answers the questions asked, and demonstrates the level of mastery of the material covered in the thesis.						
4. Teaching methods:						
After the final thesis application is approved by the relevant committees, the candidate begins to work on the final thesis with constant supervision by the mentor. The mentor and the candidate jointly form a work plan and the candidate adheres to the given deadlines. The candidate works independently on the preparation of his/her final thesis with constant supervision and control by the mentor. The mentor, in accordance with the defined work plan and within the framework of consultations, monitors the dynamics of the thesis preparation and provides advice to guide the research conducted by the candidate and validates the results obtained.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Final paper		Yes	50.00	Final paper defence	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Literature препоручена од стране ментора	Literature препоручена од стране ментора			/	



Teaching subject		Machine learning		
Subjecst	01.I00017			
Number of ECTS:	5			
Program(s) in which it is performed	IST - Information Systems and Technologies (OST), Elective subject IST - Information Systems and Technologies (OST), Compulsory subject MIO - Management and Organization, Elective subject			
UNO subjects				
Teachers:	Jovanović Z. Miloš Obradović B. Zoran			
Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	1.00	1.00	0.00	0.00
Course prerequisites		None		
Conditions: None.				
1. Educational goal:				
<p>Students are able to: (a) analyze a business problem and apply machine learning algorithms to various business problems in a selected software environment; (b) interpret the results obtained by machine learning algorithms; (c) compare different machine learning algorithms and analyze their success; (d) apply machine learning models; (d) use programming languages and libraries for practical model development.</p>				
2. Educational outcomes (acquired knowledge):				
<p>Students possess advanced academic and professional knowledge in the field of machine learning. They independently analyze business problems and apply machine learning algorithms to different business problems in a selected software environment. They independently compare different machine learning algorithms and evaluate their success. Students create machine learning models and optimize the appropriate hyperparameters of these algorithms. They independently interpret the results obtained by machine learning algorithms and evaluate their applicability in an organizational environment. Students can use programming languages and code libraries to create machine learning models, organize code, and work in a team to solve a common problem. Students also have a positive attitude towards the importance of models and are aware of their implications in the wider environment.</p>				
3. Course content/structure:				
<p>Theoretical teaching</p> <ul style="list-style-type: none"> P-01: Introduction and applications of machine learning, P-02: Classification problem and nearest neighbor algorithm, P-03: Algorithm evaluation and overtraining problem, P-04: Decision trees, P-05: Naive Bayes algorithm, P-06: Bayesian networks, P-07: Logistic regression, P-08: Artificial neural networks, P-09: Algorithm ensembles 1, P-10: Algorithm ensembles 2, P-11: Estimation problem and algorithms, P-12: Clustering problem and basic algorithms, P-13: Improvements and advanced clustering algorithms, P-14: New trends in machine learning P-15: Applications of algorithms (analysis of text, images, human movements, recommendations) <p>Practical teaching</p> <ul style="list-style-type: none"> V-01: Mathematical foundations of machine learning, V-02: Classification problem and nearest neighbor algorithm, V-03: Algorithm evaluation and overtraining problem, V-04: Decision trees, V-05: Naive Bayes algorithm, V-06: Bayesian networks, V-07: Logistic regression, V-08: Artificial neural networks, V-09: Algorithm ensembles 1, V-10: Algorithm ensembles 2, V-11: Estimation problem and algorithms, 				
4. Teaching methods:				



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**КЊИГА ПРЕДМЕТА - Менаџмент и организација**


Lectures are implemented through a combination of classical teaching, case studies and guest lectures by experts from practice. Exercises are implemented in the classical way through solving problems, but also using appropriate programming languages for machine learning. Auditory exercises and laboratory exercises are held in the computer room.

Knowledge scores (maximum number of points 100)

Pre-exam obligations	Required	Point	Final exam	Required	Point
Израда пројекта	Да	50.00	Oral exam	Да	50.00

Literature

No:	Authors	Title	Publisher	Year
1	Делибашић Б., Сукновић М., Јовановић М.	Алгоритми машинског учења за откривање законитости у подацима	ФОН	2009
2	Сукновић, М., Делибашић, Б., Јовановић, М., Вукићевић, М.	Наставни материјали са Интернет адресе: http://odlucivanje.fon.bg.ac.rs/predmeti/osnovn-e-studije/masinsko-ucenje/	ФОН	2021
3	Николић М., Зечевић А.	Машинско учење	Универзитет у Београду - Математички факултет	2019
4	Bishop C.	Pattern Recognition and Machine Learning	Springer	2006

	
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Teaching subject	English in Management 2
Subject 01.I00029	
Number of ECTS: 5	
Program(s) in which it is performed	MIO - Management and Organization, Elective subject
UNO subjects	
Teachers:	Andelković S. Jelena Meršnik T. Marija, Nastavnik stranih jezika

Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00

Course prerequisites	None
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Conditions: At least B2 level of English (according to ZEROJ)

1. Educational goal:
The aim of the course is to improve knowledge of the English language specific to the scientific and professional field of management and organization and language skills of oral and written communication and interaction, with a special emphasis on skills in conducting business conversations, oral presentations and skills in writing short texts on various business topics specific to the management context..

2. Educational outcomes (acquired knowledge):
Through this course, students will improve their knowledge and skills in the use of business English and professional terminology in the field of management and organization, improve their techniques for writing short reports and other types of texts on various business topics, as well as their skills in critical reading, analysis, and written and oral summarization of read professional texts. Students will practically apply the acquired competencies in their future career and profession.

3. Course content/structure:
Theoretical teaching
P01: Company Types and Structures: reading and vocabulary; P02: Perspectives on management: reading and vocabulary; P03: Staff recruitment and selection: reading and vocabulary; P04: Job Satisfaction: reading and vocabulary; P05: Banks, numbers and trends: reading and vocabulary; P06: Corporate Finance: reading and vocabulary; P07: International Marketing: reading and vocabulary; P08: Branding and Advertising: reading and vocabulary; P09: Mid-term Revision; P10: Corporate Communications and PR: reading and vocabulary; P11: Managing Production: reading and vocabulary; P12: Logistics: reading and vocabulary; P13: Managing Quality: reading and vocabulary; P14: How to manage a project from start to finish: reading and vocabulary; P15: Revision<eng>
Practical teaching
<eng>V01: Company Types and Structures: comparing company types; V02: Perspectives on management: discussing business leaders; V03: Staff recruitment and selection: replacing a manager; V04: Job Satisfaction: guidelines for employees; V05: Banks, numbers and trends: describing trends; V06: Corporate Finance: describing financial statements; V07: International Marketing: increasing profitability; V08: Branding and Advertising: creating an international brand; V09: Mid-term: describing a production process; V12: Logistics: dealing with a production backlog; V13: Managing Quality: dealing with quality complaints; V14: How to manage a project from start to finish; V15: Revision

4. Teaching methods:
Communicative approach and interactive teaching: group discussions, working in pairs and small groups, writing short reports, descriptions, press releases and emails on various business topics, solving case studies, presentations, using audio and video materials.

Knowledge scores (maximum number of points 100)

Pre-exam obligations		Required	Point	Final exam		Required	Point
Lecture activity		Yes	10.00	Written exam		Yes	50.00
Colloquiums		Yes	40.00				

Literature

No:	Authors	Title	Publisher	Year
1	Mckeown, A., Wright, R.	Professional English in Use: Management	Cambridge University Press, Cambridge	2011
2	Farrall, C., Lindsley, M.	Professional English in Use: Marketing	Cambridge University Press, Cambridge	2008
3	MacKenzie, I.	English for the Financial Sector	English for the Financial Sector	2008
4	Ibbotson, M.	English for Engineering	Cambridge University Press, Cambridge	2008
5	McCarthy, J. McCarten, D. Clark, R. Clark	Grammar for Business	Cambridge University Press, Cambridge	2009



Literature				
No:	Authors	Title	Publisher	Year
6	-	Презентације и додатни материјали са Lectures и вежби		2020



Teaching subject		French in Management 2			
Subject	01.I00030				
Number of ECTS:	5				
Program(s) in which it is performed		MIO - Management and Organization, Elective subject			
UNO subjects					
Teachers:		Andelković S. Jelena Meršnik T. Marija, Nastavnik stranih jezika			
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: B2 level of French (according to ZEROJ)					
1. Educational goal:					
Further mastering the basics of French business language; developing language skills and communicative competence in French in various situations of interactive communication, which the student will encounter in the context of his/her future professional activities, primarily in the world of business (both in his/her own country and abroad); getting acquainted with French business ethics, adopting management vocabulary, i.e. developing the ability to use literature from scientific fields of the profession; preparation for the DFA 1 (Diplôme de Français des affaires, 2nd level) of the French Chamber of Commerce. The aim is to use an integrated method of teaching language and culture, i.e. civilization.					
2. Educational outcomes (acquired knowledge):					
Students have acquired skills in French business language through familiarization with the world of business and entrepreneurship. They have developed knowledge of French business language and professional terminology in the field of management and organization, and have improved their knowledge of French grammar. They can read more serious professional texts in French. They are able to hold a conversation and exchange emails with Francophone business partners.					
3. Course content/structure:					
Theoretical teaching P-01: Marketing: analyser le marché de l'entreprise. P-02: Definition of product, price, brand, condition. P-03: Méthodes et formes de distribution, de vente. P-04: Moyens de communication; message publicité radiophonique. P-05: Rôle du vendeur, techniques de vente. P-06: Correspondance professionnelle: prise de contact, partenaires de l'entreprise. P-07: Order online. P-08: Service clientele: complaints. P-09: Reglement de facture, paiement. P-10: Mécanismes d'assurance; sinistère. P-11: Results and tendencies: secteur d'activité. P-12: Present and analyze the results of the enterprise; établir un bilan. P-13: Bilan d'entreprise; rôle de la comptabilité. P-14: Comptes de la nation: données chiffrées d'une ville, d'un pays. P-15: Commerce exterior; libre échange et protectionisme Practical teaching: exercises V-01: Place des pronoms compléments; imperative Réaliser un questionnaire d'enquête. V-02: Comparaison; rédiger un rapport; e-mail. V-03: Prépositions et adverbes de lieu; rédiger un compte rendu. V-04: Discours rapporté (au présent). V-05: Infinitive, complément du verbe; jeu de rôle. Bilan de compétences. V-06: Différents façons de demander: conditionnel, imperative, etc.; e-mail. V-07: Exprimer la condition; jeu de rôles. V-08: Exprimer la cause; jeu de rôles. Knowledge check. V-09: Exprimer la conséquence; écrire une lettre. V-10: Exprimer le but. Bilan de compétences. V-11: Discours rapporté (au passé); concordance des temps. V-12: Adverbes de quantité; concession jeu de rôles. V-13: Exprimer la concession. V-14: Exprimer l'opposition. V-15: Indicatif ou subjonctif. Bilan de compétences.					
4. Teaching methods:					
The teaching is particularly interactive and communicative, using audio/video/web materials. Students are encouraged to participate in group discussions and various exercises, some of which test their management skills. They participate in simulating real-life situations in a company and solving small case studies. Written communication is practiced through composing business emails, presentations, and the like.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	10.00	Written exam	
Colloquiums		Yes	40.00	Oral exam	
Seminars		Yes	20.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Penfornis, J.-L.	Affaires.com. Français professionnel, 3e éd. (niveau avancé B2-C1) Paris		CLE International, Paris	2012
2	Penfornis, J.-L.	Affaires.com, Cahier d'activités, 3e éd		Paris, CLE International	2012
3	Penfornis, J.-L.	Communication progressive du français des affaires (niveau intermédiaire)		Paris, CLE International	2004

**Literature**

No:	Authors	Title	Publisher	Year
4	Cakeljic, V.	Lexique des affaires. Ključne reči menadžmenta i informatike: francuski–engleski–srpski	Beograd, FON	2013
5	Cakeljic, V.	Management.com, Francuski jezik u poslovanju: izrazi, situacije, leksika	Beograd, Prosveta	2008



Teaching subject		Corporate restructuring				
Subject	01.I00036					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Bogojević Arsić T. Vesna Latinović M. Milica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced knowledge about the concepts and types of corporate restructuring and their applications when formulating decision proposals in corporations.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able to: Possess advanced academic knowledge about corporate restructuring strategies. Understands, applies and analyzes key theories, models, frameworks and concepts related to corporate restructuring; Solve complex problems, formulates proposals for decisions on the implementation of various corporate restructuring strategies, then identify, classify, explain and evaluate corporate restructuring strategies and tactics. Practically applies corporate restructuring strategies in case studies.						
3. Course content/structure:						
Theoretical teaching The concept, goal and motives of corporate restructuring. Types of corporate restructuring. Strategic restructuring. Organizational restructuring. Financial restructuring. Participants in corporate restructuring. Analysis and valuation of divestment. Analysis and valuation of debt takeovers. Analysis and valuation of mergers and acquisitions. Analysis and valuation of strategies in case of financial difficulties and bankruptcies.						
Practical teaching Examples of successful and unsuccessful corporate restructuring. Examples of implementation of divestment and debt takeover strategies. Examples of valuation of mergers and acquisitions. Examples of application of different strategies in case of financial difficulties and bankruptcies. The role of private capital in corporate restructuring.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussion, exercises, homework and seminar work, and analysis of case studies.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Seminars		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Богојевић Арсић Весна	Корпоративне финансије		Факултет организационих наука, Београд	2014	
2	DePamphilis, D.	Mergers, Acquisitions, and Other Restructuring Integrated Approach to Process, Tools, Cases, and Solutions, 9th edition		Accademic Press	2018	



Teaching subject		Investment banking				
Subject	01.I00037					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Barjaktarović Rakočević M. Slađana Bogojević Arsić T. Vesna					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None						
1. Educational goal:						
The aim of the course is to enable students to acquire advanced knowledge in the field of investment banking operations in the primary securities market, as a specific intermediary that enables issuers to access the financial market, i.e. to obtain capital.						
2. Educational outcomes (acquired knowledge):						
After mastering the course curriculum, the student is able, based on the acquired advanced professional knowledge, to: Understand the basic operations of an investment bank in the primary and secondary markets, i.e. to analyze and formulate a proposal for a decision on underwriting an issue; To apply the acquired knowledge to making decisions on participation in mergers and acquisitions processes.						
3. Course content/structure:						
Theoretical teaching Investment banks as specialized intermediaries in the financial market. Definition and activities of investment banking. Relationships between investment and commercial banking. Structure of financial statements of an investment bank. Organizational structure of investment banks. Investment bank activities. Investment banks in the primary capital market. Investment bank activities in the issuance of corporate and government bonds. Investment banks in the Euromarket. Investment banks in the secondary capital market. Asset management - funds. Corporate restructuring. Mergers and acquisitions. Financial engineering. Securitization. Other investment banking activities.						
Practical teaching: Exercises, Other forms of teaching, study research work The concept and development of investment banking. Glass-Steagall Act. Structure of the investment banking industry. Public placement of issue. Initial public offering. Private placement of issue. Privileged placement of issue. Brokerage and dealer activities of an investment bank. Arbitrage and speculation. LBO. Merchant banking. Venture capital. Mortgage-backed securities. Asset-backed securities. Zero-coupon bonds. Swap. Interest rate agreements.						
4. Teaching methods:						
Teaching is conducted through Lectures, exercises and consultations. Students are actively involved in the teaching process through interactive discussions, exercises, homework assignments, case studies, workshops..						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Oral exam	Yes	50.00
Colloquiums		Yes	30.00			
Seminars		Yes	15.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Слађана Барјактаровић Ракочевић	Инвестиционо банкарство и тржиште хартија од вредности		Задужбина Андрејевић	2012	
2	Слађана Барјактаровић Ракочевић	Улога банака на тржишту хартија од вредности у Србији		Задужбина Андрејевић, Београд	2008	
3	Stowell D	An Introduction to Investment banks, hedge funds and private equity		Elsevier, Amsterdam	2010	



Teaching subject		Consumer behavior				
Subject	01.I00072					
Number of ECTS:	5					
Program(s) in which it is performed		IST - Information Systems and Technologies (OST), Elective subject MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Štavljanin B. Velimir Janičić R. Radmila Jović R. Marija				
Number of hours of active teaching (weekly)						
Lectures		Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00		2.00	0.00	0.00	0.00	
Course prerequisites						
No:	Subject designation	Назив предмета		Мора се одслушати	Мора се положити	
1,	D00003	Marketing		Yes	Yes	
Conditions:						
1. Educational goal:						
Introducing students to the skills needed to master human behavior as consumers and the implications of behavior for marketing strategies. Introducing them to ways to critically evaluate strategies, diagnose a problem, and make the right decision.						
2. Educational outcomes (acquired knowledge):						
Advanced academic and practical knowledge in the fields of perception, learning, attitudes, personal concept and personality, lifestyle, motives and consumer decision-making, which are necessary for a critical understanding of consumer behavior. Independent management of complex projects in the field of consumer behavior research. Application of the results of consumer behavior analysis to solve complex problems when creating marketing strategies. Analyzing and evaluating marketing decisions in an effective and efficient manner.						
3. Course content/structure:						
Theoretical teaching Understanding consumer behavior. Influences on consumer behavior. Consumer behavior as a scientific discipline. Approaches to researching consumer behavior. Consumer motivation. Determinants of motivation. Consumer values. The process of consumer perception. Senses. Exposure. Attention. Understanding. Learning and memory. Consumer attitudes. High and low effort attitudes. Changes in consumer attitudes. Consumer personality. Self-concept. Gender role. Lifestyle. Consumer decision-making process. Need recognition. Information gathering. Purchase decision. Purchase. Post-purchase behavior. Consumer satisfaction. Decision-making at different levels of engagement. Social influences on consumers. Reference groups. Types of reference groups. Opinion leaders. Age, income, social class and their influence on consumer behavior. Ethnic, racial and religious groups. The influence of culture on the consumer. Global consumer culture.						
Practical teaching Solving and analyzing a case study. Creative workshops and presenting the results. Implementing the concept of consumer orientation. Implications of consumer behavior on segmentation, target market selection and positioning. Analysis of consumer decision-making in different conditions of involvement. Consumer behavior in the digital environment. Consumer research. Objectives and subject of consumer research. Consumer research instrument. Consumer research plan. Information collection. Data processing and analysis of results. Creating a consumer research report. Creating a seminar p						
4. Teaching methods:						
Lectures, interactive discussion, case studies, participation in creative workshops and presentation of results, project work development, consultations during project work development.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Oral exam (тест)	Yes	40.00
Пројектни/Seminar paper		Yes	50.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Maričić B.	Ponašanje potrošača		CID, Ekonomski fakultet	2011	
2	Hoyer W., MacInnis D., Pieters R.	Consumer Behavior, 7th ed		Cengage Learning, Boston	2018	



Literature				
No:	Authors	Title	Publisher	Year
3	Barden P.	Decoded: The Science Behind Why We Buy	John Wiley et Sons, Ltd	2013
4	Lindstrom M.	Buy Ology: Truth and Lies about why We Buy	Random House, Inc	2010



Teaching subject		Studying case studies				
Subject	01.I00074					
Number of ECTS:	5					
Program(s) in which it is performed		MIO - Management and Organization, Elective subject				
UNO subjects						
Teachers:		Damnjanović Ž. Vesna Cicvarić Kostić M. Slavica Novčić Korać D. Branka				
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Improving and connecting knowledge and management skills in problem solving, analytics, teamwork, and case study presentation in business.						
2. Educational outcomes (acquired knowledge):						
Critical understanding and application of management consulting methodology for solving case studies: analysis, problem identification, strategy proposal, effects. Formulation of sales and marketing strategies in business based on the evaluation of strategic alternatives and financial viability. Application of the pyramid approach and MECE methodology in problem analysis, management decision-making and measuring effects. Preparation of professional presentations to top management. Development of problem-solving and teamwork skills in the analysis and presentation of case studies.						
3. Course content/structure:						
Theoretical teaching Application of the case study method. The role of lecturers and students. History of the development of the case study method in marketing. Application of the case study method in business. Analysis in solving a case study. Analysis of the situation in business. Industry analysis. Marketing and sales analysis of the case study. Financial analysis of the case study. Identification of problems in business. Defining and evaluating strategic alternatives. Development of a strategy in solving a case study. Strategic and tactical sales and marketing activities. Risk identification and mitigation plan. Case study implementation plan in business. Monitoring the effects of marketing, sales and finance.						
Practical teaching Project work in the form of a case study that will enable students to go through all stages of reading, individual and team preparation, solving and presenting a case study. Three stages of learning for students for the case study method. Individual preparation. Reading a case study. Working in small teams. Methodology for solving a case study, Presentation simulations for case study competitions. Presentation skills. Teamwork skills. Problem-solving skills. Leadership skills. Analytical skills. Negotiation skills.						
4. Teaching methods:						
Lectures are delivered interactively in the classroom through the analysis and solution of case studies. Exercises are conducted by the teacher who guides students to independently investigate and, within small teams, solve practical problems from various industries. Students' independent work, individually or in a team, takes place with constructive feedback from the teacher.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Practical teaching		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Дамњановић, В.	Стратегија управљања односима с купцима у продаји и маркетингу		Задужбина Андрејевић	2015	
2	Дамњановић, В.	Маркетинг у пракси примена мм методе студије случаја		ФОН, Београд	2012	
3	Дамњановић, В., Миловановић, М.	Fiat Automobile Serbia's Brand Challenge: "Proudly Made In Serbia"		TBS World Conference E-Case Book, Thammasat University, Bangkok, Thailand	2017	

**Literature**

No:	Authors	Title	Publisher	Year
4	Дамњановић, В., Милосављевић, М.	Danubius Pasta Meeting the strategic business challenge for a brighter future	TBS World Conference E-Case Book, Thammasat University, Bangkok, Thailand	2017
5	Дамњановић, В., Нешковић, Е., Милосављевић, М., Московљевић, А., Кнежевић, К., Јевтовић, Н.	Serbia the next tourist and business destination	BS World Conference E-Case Book, Thammasat University, Bangkok, Thailand	2017



Teaching subject		Business negotiation and communication skills			
Subject	01.I00075				
Number of ECTS:	5				
Program(s) in which it is performed	MIO - Management and Organization, Elective subject				
UNO subjects					
Teachers:	Kostić-Stanković M. Milica Vlastelica L. Tamara Kovačević Z. Ivana				
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: Marketing					
1. Educational goal:					
The aim of the course is to enable students to acquire practical knowledge about techniques for achieving an efficient and two-way communication process in a business environment.					
2. Educational outcomes (acquired knowledge):					
Analyzing the elements of the communication process and mastering practical skills in the communication process.					
3. Course content/structure:					
<p>heoretical teaching:</p> <p>Basic characteristics of the communication process. Types of communication: business correspondence and business conversations. Business image. Professional behavior. Professional standards and professional responsibility. Business communication ethics. Communication skills and techniques in crisis situations. Verbal communication. Nonverbal communication. Key elements of negotiation. Communication skills in the negotiation process. Stages of the negotiation process. Emotional barriers in the negotiation process. Preparation for negotiation. Negotiation process. Intercultural communication skills and techniques. Presentation skills. Key elements of presentation. Preparation of presentation. Business etiquette.</p> <p>Practical teaching:</p> <p>Exercises in verbal and nonverbal business communication techniques. Writing business letters. Business dress code. Ethical and professional dilemmas. Simulation of business communication in different situations. Study visits by experts from practice. Simulation and analysis of public speaking. Workshops and case study solutions followed by interactive communication related to negotiations and implementation of the negotiation process. Preparation and defense of a seminar paper.</p>					
4. Teaching methods:					
Presentation of the material according to the sources of the cited literature, analysis of practical examples and case studies in lectures. During the exercises, students engage in creative workshops, preparation of projects and preparation of presentations on specific topics.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Lecture activity		Yes	20.00	Oral exam	
Practical teaching		Yes	40.00		
Literature					
No:	Authors	Title		Publisher	Year
1	Kostiћ-Stanković M., Филиповић В., Властелица Т.	Односи с јавношћу		ФОН, Београд	2020
2	Kostiћ-Stanković M.	Интегрисане пословне комуникације		ФОН, Београд	2011
3	Kostiћ-Stanković M.	Пословна комуникација		Грађевински факултет, Београд	2009



Teaching subject		International marketing			
Subject	01.I00076				
Number of ECTS:	5				
Program(s) in which it is performed		MIO - Management and Organization, Elective subject			
UNO subjects					
Teachers:		Damnjanović Ž. Vesna Cicvarić Kostić M. Slavica Novčić Korać D. Branka			
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
2.00	2.00	0.00	0.00	0.00	
Course prerequisites		None			
Conditions: None.					
1. Educational goal:					
To introduce students to the basic principles, structure and uniqueness of marketing in an international context.					
2. Educational outcomes (acquired knowledge):					
Understanding and critical evaluation of the theory and practice of international marketing. Development of international market research skills based on relevant secondary data sources. Application of the concept of strategic marketing decision-making in foreign markets in relation to current environmental trends. Development of an international marketing plan. Formulation of a marketing mix strategy adapted to the local needs of the foreign market.					
3. Course content/structure:					
Theoretical teaching Scope and challenges of the international environment. Dynamics of international business. Economic, technological, financial and political-legal trends in the international market. Multi-cultural environment. Culture and elements of culture. Business customs and practices in international marketing. Research of international markets. Emerging markets and international regions as markets. International competitiveness of the company. Strategies for entering the international market. Strategy of global integration (standardization). Strategy of local responsiveness (adaptation). Development of products for the international market. Brand strategies in the international environment. Determining prices in the international market. International distribution system. Sales channels. International marketing in the digital world. International promotion strategies. Language, culture and adaptation of communication. Process of marketing communications. Instruments of marketing communications. Organization and control of the international marketing program.					
Practical teaching Analysis of examples from practice. The place and role of marketing in the process of business internationalization. Specificities of international marketing research. Comparative analysis in the model of selection of foreign markets. Strategies for entering a foreign market. Determining goals and strategies in international marketing. Planning an international marketing mix. Preparation and defense of a project paper.					
4. Teaching methods:					
Lectures are delivered interactively in the classroom through the analysis and solution of case studies. Exercises are conducted by the teacher who guides students to independently investigate and, within small teams, solve practical problems based on the tasks assigned. Students' independent work, individually or in groups, takes place with constructive feedback from the teacher.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Practical teaching		Yes	50.00	Oral exam	Yes
					50.00
Literature					
No:	Authors	Title		Publisher	Year
1	Филиповић, В., Костић-Станковић, М.	Маркетинг у глобалном окружењу		Факултет организационих наука, Београд	2009
2	Cateora P.R., Gilly, M.C., Graham, J.L.	International Marketing, 15th edition		McGraw-Hill/Irwin	2011
3	Hollensen, S.	Global Marketing, 7th edition		Harlow: Pearson Education Limited	2017
4	-	Материјали са Lectures и вежби			2020



Literature				
No:	Authors	Title	Publisher	Year
5	-	Додатна Literature према потреби, а у складу са договором са предметним Teachersма и сарадницима		2020



Teaching subject		Media communications				
Subject	01.100077					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Vlastelica L. Tamara Janičić R. Radmila Cicvarić Kostić M. Slavica					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to introduce students to the basics and concepts of media communications. Through interactive lectures, simulations, case studies and workshops, to enable students to analyze media, plan and organize media communications activities, as well as to define and apply basic techniques and tools of a media campaign.						
2. Educational outcomes (acquired knowledge):						
Analyzing the specifics of traditional and digital media and assessing their effectiveness in media communications. Defining a media communications, publicity and advertising strategy. Developing a media communications plan, a media purchasing plan, designing creative messages and formats, developing a media budget and applying techniques for measuring and evaluating the effects of a media campaign. Developed skills in effective media performance and writing for the media. Analyzing the ethics of media communications and applying ethical principles in communication with the media.						
3. Course content/structure:						
Theoretical teaching Types and characteristics of media. New media in the function of business communication. The function of media relations. The place and role of media communications within corporate communication. Organizational solutions of the business function of media relations. Specialization within the function of media relations. Basic techniques and means for establishing media relations. Defining the goal of a media campaign. Selecting media. Selecting and training spokespersons. Formulating a key media message. Media relations strategies. Reactive and proactive strategies. Media relations strategies in crisis situations. Press release. Press conference. Media events. Media appearances. Types, content and form of information distributed through traditional and digital media. New media forms. Communication with influencers. Ethical standards in media relations. Measuring the effects of media relations. Press clipping and media monitoring. Analysis of media content.						
Practical teaching Analysis of practical examples and case studies in the field of media communications. Specificities of television, radio, print, internet, social networks. Analysis of the national and global media scene. Development of an organizational solution for the business function of media relations. Planning a specific media campaign. Simulation of a press conference. Exercises in writing press releases. Exercises in public speaking. Exercises in placing information in the media. Analysis of new media forms.						
4. Teaching methods:						
Lectures, demonstration method, case studies, learning through collaborative work on solving practical problems, independent research by students and problem solving based on assigned tasks, simulations, workshops, independent work by students through learning and preparation of seminar papers and project assignments.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Пројектни/Seminar paper		Yes	50.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Лалић, Д., & Властелица, Т.	Корпоративне комуникације за пример		Нови Сад: Факултет техничких наука	2019	
2	Властелица, Т.	Медијска кампања – публицитет и оглашавање		Београд: Задужбина Андрејевић	2007	
3	Dzamic, L., & Kirby, J.	The Definitive Guide to Strategic Content Marketing: perspectives, issues, challenges and solutions		Kogan Page Limited	2018	



Teaching subject		Modeling of financial systems				
Subject	01.I00039					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Milošević D. Pavle Bogojević Arsić T. Vesna Rakičević M. Aleksandar					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
The aim of the course is to acquire basic academic knowledge about the concepts of financial engineering, principles and techniques of modeling financial instruments and managing financial systems.						
2. Educational outcomes (acquired knowledge):						
Students will be able to explain fundamental models of financial markets, demonstrate the principles of modeling financial instruments, apply basic models for forecasting trends and volatility, construct, optimize and measure the performance of portfolios of financial instruments, and follow a systematic and dynamic approach to managing financial systems.						
3. Course content/structure:						
Theoretical teaching Introduction to financial systems modeling, mathematical foundations. Financial markets, financial instruments, basic market characteristics. Valuation models of financial instruments. Financial time series models. Trend and volatility assessment models. Risk and risk analysis. Portfolio management. Algorithmic trading and high-frequency finance. Models based on computational intelligence.						
Practical teaching: Computational and laboratory exercises Solving practical problems in an appropriate software package (Excel, Python, MetaTrader, etc.). Preparation of a project/seminar paper on a selected data set.						
4. Teaching methods:						
The course will be taught through lectures, laboratory exercises, case studies, group project assignments, student presentations, online learning materials, consultations, and mentoring.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Activity during class		Yes	10.00	Project assignment	Yes	50.00
Homework		Yes	40.00			
Literature						
No:	Authors	Title		Publisher	Year	
1	Benninga, S.	Financial Modeling		Boston: MIT Press	2014	
2	DeFusco, R. A., McLeavey, D. W., Pinto, J. E., & Runkle, D. E.	Quantitative Investment Analysis (CFA Institute Investment Series)		Chichester: Wiley	2016	
3	Bogojević Arsić, V.	Upravljanje finansijskim rizikom		SZR "Kragulj"	2009	



Teaching subject		Financial mathematics				
Subject	01.100040					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Elective subject					
UNO subjects						
Teachers:	Stojanović A. Milica Boričić Joksimović B. Marija					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Demonstrating the calculation of simple and compound interest. Applying financial and mathematical calculations when investing funds.						
2. Educational outcomes (acquired knowledge):						
Students will use and solve problems and tasks of financial-mathematical calculations in practice.						
3. Course content/structure:						
<p>Theoretical teaching: 1.-2. Simple interest calculation: percentages, yield rate, discount rate. 3. Lombard account. 4. Discounting. 5. Compound interest calculation - accumulation factor (decursive and anticipatory interest calculation). 6. Capitalization (multiple and continuous). 7. Equivalent and relative (conformal) rate. 8.-9. Additional contribution factor (investment at the beginning and end of the period, investment more often (less often) than the calculation period, variable contributions). 10.-11. Loan factor (annuities, loan amortization with equal and variable repayments, amortization in anticipatory calculation, loan conversion). 12.-13. Determining the value of short-term securities (HoV) (discount rate and yield stops, determining the price of treasury bills, bank notes, transferable certificates of deposit and commercial papers). 14.-15. Determining the value of long-term HoV (bonds and stocks).</p> <p>Practical teaching: 1. Mathematical foundations of financial mathematics. Bernoulli's inequality. 2. Geometric and arithmetic series. 3. Integrability of functions. 4. Percentage calculation. 5. Simple interest calculation. Average payment period. 6. Lombard calculation. 7. Discounting bills of exchange. 8. Compound interest calculation. Accumulation factor. 9. Capitalization (multiple and continuous). 10. Discount factor. 11.-12. Additional contributions factor. 13. Actualization factor. 14. Return factor. 15. Financial and mathematical calculations when investing funds.</p>						
4. Teaching methods:						
The classic way using a whiteboard and computer presentations.						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	5.00	Written exam	Yes	20.00
Practical teaching		Yes	25.00	Oral exam	Yes	50.00
Literature						
No:	Authors	Title		Publisher	Year	
1	J. Кочовић, М. Павловић	Увод у финансијску математику		Центар за Publishерку делатност Економског факулета у Београду	2018	
2	J. Кочовић, Т. Ракоњац Антић	Збирка решених задатака из финансијске и актуарске математике		Центар за Publishерку делатност Економског факулета у Београду	2017	



Предмет завршног рада		Subject: Final paper			
Subject	01.Z00023				
Number of ECTS:	3				
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject				
UNO subjects					
Teachers:					
Number of hours of active teaching (weekly)					
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes	
0.00	0.00	0.00	4.00	0.00	
Course prerequisites		None			
Conditions: All exams passed and the Final Thesis Application accepted.					
1. Educational goal:					
Illustration of theoretical concepts and methodological principles of the selected topic area. Development of critical understanding and argumentative evaluation of the acquired content, as well as skills in solving practical problems in the domain of information systems and technologies.					
2. Educational outcomes (acquired knowledge):					
Students possess specialized knowledge and skills necessary for critical assessment, argumentative explanation of adopted content and the ability to select (exclude) key aspects of complex problems in the domain of information systems and technologies. Students demonstrate advanced knowledge of the widely accepted methodology for solving complex problems in the field and are able to independently and creatively apply them in practice.					
3. Course content/structure:					
The content basically represents the integration of knowledge and skills mastered within the passed subjects of the study program and the professional experience of the student. The subject of the final thesis includes activities leading to the preparation of the Final Thesis and involves the process of identifying and defining the scope of the problem that can be addressed in a structured and innovative manner. The process includes the selection and critical analysis of relevant literature, the interpretation, critical evaluation and integration of various theoretical concepts, as well as demonstrating the skill of formulating and solving complex problems in a creative way. The activities of the final thesis subject aim to develop a proposal for the content, methodology, goals, hypotheses and methods of data collection of the Final Thesis and include all preparatory phases within that process: review of the state of the art in the field, formulation of the problem and why it is worth researching, goals to be achieved, methods of their implementation, proposing ways to solve the problem and discussion and conclusions on the topic, with constant monitoring by the mentor.					
4. Teaching methods:					
Independent and mentored work. The candidate works independently and/or in consultation with a mentor on selecting and collecting relevant literature (in the library and from electronic sources), defining the scope of the problem, and planning the implementation of the work.					
Knowledge scores (maximum number of points 100)					
Pre-exam obligations		Required	Point	Final exam	
Израда приступног рада		Yes	50.00	Одбрана приступног рада	
Yes				Yes 50.00	
Literature					
No:	Authors	Title		Publisher	Year
1	Literature recommended by mentor	Literature recommended by mentor			/



Teaching subject		Business system quality assessment				
Subject	01.I00056					
Number of ECTS:	5					
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject					
UNO subjects						
Teachers:	Živković D. Nedeljko Glogovac G. Maja					
Number of hours of active teaching (weekly)						
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes		
2.00	2.00	0.00	0.00	0.00		
Course prerequisites		None				
Conditions: None.						
1. Educational goal:						
Training students in the application of models, methods and techniques for checking and assessing the quality of organizational systems.						
2. Educational outcomes (acquired knowledge):						
The student's ability to plan, organize and conduct quality management system audits in organizational systems.						
3. Course content/structure:						
Theoretical teaching P-01: About the subject. P-02: Quality of the organizational system; P-03: Basic concepts and principles of verification; P-04: Managing the verification program (Goals and risks related to verification. Determining the verification program); P-05: Implementing the verification program; P-06 Selecting the verification method and team; P-07: Conducting verification; P-08: Implementing verification activities; P-09: Managing verification results and records; P-10: Formulating verification findings P-11: Defining corrective measures; P-12: Preparing a report and completing the verification; P-13: Monitoring, reviewing and improving the verification program						
Practical teaching Developing a verification program. Forming a verification team. Preparing and planning for the verification. Developing a verification checklist. Implementing the verification. Analysis of cases of application of ISO 9001 standard requirements - identification of non-conformities and formulation of audit findings.						
4. Teaching methods:						
Lectures, exercises, case analysis, consultations						
Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	15.00	Written exam	Yes	40.00
Активност на вежбама		Yes	15.00	Oral exam	Yes	30.00
Literature						
No:	Authors	Title		Publisher	Year	
1	Недељко Живковић, Маја Глоговац	Провере система управљања - скрипта		ФОН	2020	
2	-	ИСО 19011- Упутство за проверавање система менаџмента		ИСО	2011	
3	-	ИСО 9001 –Системи менаџмента квалитетом – Захтеви		ИСО	2015	



Teaching subject	Quality improvement models and indicators
Subject 01.100057	
Number of ECTS: 5	
Program(s) in which it is performed	MIO - Management and Organization, Compulsory subject
UNO subjects	
Teachers:	Đurić B. Mladen Rakić S. Ana

Number of hours of active teaching (weekly)				
Lectures	Auditory exercises	Other forms of teaching	SIR/STIR/IR/PIR/NIR	Other classes
2.00	2.00	0.00	0.00	0.00

Course prerequisites				
No:	Subject designation	Назив предмета	Мора се одслушати	Мора се положити
1,	000033	quality management system	Yes	Yes
2,	Z00013	Quality basics	Yes	Yes

Conditions:

1. Educational goal:
Using models and indicators for quality improvement, students will be able to examine the organization of work and management systems in various industries, identify the main areas for quality improvement, and learn/practice models for problem solving and quality improvement in that context.

2. Educational outcomes (acquired knowledge):
The student is able to view the organization of work and management systems in various industries (automotive industry, food and beverage production, pharmaceuticals, distribution, IT, etc.) from the perspective of models and indicators for quality improvement, recognize the main areas for quality improvement, and master models, tools, and techniques for solving problems and improving quality in organizations from these industries.

3. Course content/structure:
Theoretical teaching
Review of the main models and indicators for quality improvement; Study of basic models and indicators for quality improvement in different industries; Designing organizational quality from the aspect of models and indicators for quality improvement in different industries; Designing process flow diagrams in organizations from the aspect of models and indicators for quality improvement in different industries; Analysis of the conditions in which SIPOC diagrams for quality improvement are applied; DMAIC methodology for quality improvement; Designing solutions for integral risk and quality management of processes in organizations from the aspect of models and indicators for quality improvement in different industries; 8D methodology for quality improvement; Specific models and indicators for quality improvement (PPAP, APQP...)
Practical teaching
Workshop (2 weeks): Designing organizational quality from the aspect of models and indicators for quality improvement in different industries; Workshop (2 weeks): creating process flow diagrams in organizations from the aspect of quality improvement models and indicators in different industries; Workshop (2 weeks): applying SIPOC diagrams for quality improvement; Workshop (2 weeks): applying DMAIC for quality improvement; Workshop (2 weeks): integrated risk and quality management of processes in organizations from the aspect of quality improvement models and indicators in different industries; Workshop (2 weeks): applying 8D for quality improvement; Workshop (1 week): applying specific models and indicators for quality improvement (PPAP, APQP...)

4. Teaching methods:
Lectures, exercises, case study analysis, analysis and application of models and standards
Project works, defenses

Knowledge scores (maximum number of points 100)						
Pre-exam obligations		Required	Point	Final exam	Required	Point
Lecture activity		Yes	10.00	Презентација пројекта	Yes	10.00
Practical teaching		Yes	20.00	Written exam	Yes	30.00
Ye				Oral exam	Yes	30.00

Literature				
No:	Authors	Title	Publisher	Year
1	Младен Ђурић, Ана Ракић, Алекса Секуловић	Ауторизована скрипта - Модели и индикатори побољшавања квалитета		2019



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КЊИГА ПРЕДМЕТА - Менаџмент и организација

Literature

No:	Authors	Title	Publisher	Year
2	Mladen Djuric, Jovan Filipovic, Stefan Komazec	Reshaping the Future of Social Metrology: Utilizing Quality Indicators to Develop Complexity-Based Scientific Human and Social Capital Measurement Model	Social Indicators Research	2019
3	Aleksa Sekulovic, Mladen Djuric, Bojan Labovic	Shedding light on 8D methodology: How quality experts systemized know-how for solving problems	3rd International Conference on Quality of Life	2018

