

**POLYTEHCNIC OF RIJEKA
BUSINESS DEPARTMENT**

PROGRAMME OF STUDY

**SPECIALIST PROFESSIONAL GRADUATE STUDY OF
ENTREPRENEURSHIP**

- **List of courses**

Specialist Professional Graduate Study of Entrepreneurship

1st year of study – Semester I (Winter Semester)

Course unit number	Title of the course unit	Hours per week				ECTS credits	Exam
		L	S	E	P		
8	Financial Management	2		2		6	1
2	Business Analysis and Control	2		2		6	1
3	Entrepreneurial Skills	1		3		5	1
4	Organizational Behaviour	1	2			5	1
16	Strategic Management	2		2		5	1
6	Methodology of Professional and Scientific Work	1	2			3	1
	Totally per semester	9	4	9	-	30	6

Note: L – lectures, S – seminars, E– exercises, P – practice

1st year of study – Semester II (Summer Semester)

Course unit number	Title of the course unit	Hours per week				ECTS credits	Exam
		L	S	E	P		
1	Quantitative Methods for Entrepreneurs	2		2		6	1
7	Management	2		2		6	1
9	Managerial Accounting	2		2		5	1
10	Marketing Management	2		2		5	1
11	Presentation Skills	1		2		4	1
12	Purchasing Management	2		1		4	1
	Totally per semester	11	0	11	-	30	6

2nd year of study – Semester III (Winter Semester)

Course unit number	Title of course unit	Hours per week				ECTS-credits	Exam
		L	S	E	P		
13	Project Management	2		2		5	1
14	Logistics Process Management	2		1		5	1
15	Sales Management	2		1		5	1
*	Elective course I	2		2		5	1
*	Elective course II	2		2		5	1
*	Elective course III	2		2		5	1
	Totally per semester	12	0	10	-	30	6

* Depending on their field of specialization, students choose three elective subject from the following list:

Course unit number	Title of course unit
17	Financial Markets
20	Sociology of Entrepreneurship
	Office Automation
	Information System for Decision-making Support

2nd year of study – Semester IV (Summer Semester)

Course unit number	Title of course unit	Hours per week				ECTS-credits	Exam
		L	S	E	P		
21	Specialist Internship	-	-	-	(x)	15	-
22	Specialist Final Thesis	-	-	(x)	-	15	1
	Totally per semester	-	-	(x)	(x)	30	1

Total - entire curriculum of the Specialist Professional Graduate Study of Entrepreneurship:

Semester of study	Hours per semester					ECTS credits	Exams
	L	S	E	P	Totally		
1 st semester	135	60	135	-	330	30	6
2 nd semester	165	0	165	-	330	30	6
3 rd semester	180	0	150	-	330	30	6
4 th semester	-	-	(x)	(x)	(x)	30	1
Totally during the study	480	60	450	(x)	990	120	19

During the course of study students attend the total of 990 teaching hours, and by fulfilling all their obligations are awarded 120 ECTS-credits in total.

COURSE DESCRIPTION OF SPECIALIST PROFESSIONAL GRADUATE STUDY OF ENTREPRENEURSHIP

QUANTITATIVE METHODS FOR ENTREPRENEURS

Course unit number: 1

Hours weekly: 2+0+2+0/ I

ECTS credits: 6

Syllabus outline

Basics of econometrics. Concept. Variables and functions. Simple linear regression. Multiple linear regressions. Stock model. Network planning and management. Linear programming. The transport problem. Linear fractional programming. Multiobjective linear programming. Input - output analysis. Elements of game theory. Analytical hierarchy process. Methods of decision trees. Fundamentals of graph theory. Integer programming. Data analysis for business analysis. Network programming. Queuing models.

Developing of general and specific competence (knowledge and skills)

This course enables students to understand the different methods to solve complex business problems. Each method is explained in the context of a real business problem. The emphasis is on the interpretation and application of the results. Students learn how to use computer programs.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

BUSINESS ANALYSIS AND CONTROL**Course unit number: 2****Hours weekly: 2+0+2+0/I****ECTS credits: 6****Syllabus outline**

Introduction to the analysis and control. Methods of analysis, comparison method, parsing, methods of isolation and elimination, correlation method. Analysis of financial results: the analysis of financial results forming, the analysis of the distribution and coverage of the financial results, indicators of financial results. Revenue analysis: analysis of sales revenue, analysis of other income. Cost analysis: analysis of cost volume and structure, analysis of particular types of expenses. Analysis of assets. Analysis of financial situation. Analysis of employees.

Control in entrepreneurship. Importance of quality control operations. Control and financial results.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and skills in efficient, accurate and professionally reasoned analysis and evaluation of relevant factors of entrepreneurial business and gain ability to prepare entrepreneurial business analysis and control independently.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

ENTREPRENEURIAL SKILLS**Course unit number: 3****Hours weekly: 1+0+3+0/ I****ECTS credits: 5****Syllabus outline**

Practical business skills indispensable for developing both a personal career and a company. The importance of understanding and application of technical, communication and conceptual skills, especially the development of personal competence to manage individuals, groups, processes and changes. The course is aimed to develop practical skills in the area of decision-making, problem-solving, communication, presentation, counseling and consultation skills. Range of essential skills needed by an entrepreneur in his / her everyday running of a business. Mastering entrepreneurial skills is an essential prerequisite for an active personal role in the development of innovative and entrepreneurial behavior. Thematic sections of the course are: developing self-confidence; stress management; analytical problem approach; creative problem solving; respecting and supporting communication; power and influence; managing conflicts; motivation; empowering and delegating authority; teamwork; change management.

Developing of general and specific competence (knowledge and skills)

Analytically interpret the elements of personal leadership, team and communication skills, in situations critical for business success; Comparison and evaluation of behavior; Areas of personal improvement.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

ORGANIZATIONAL BEHAVIOR

Course unit number: 4

Hours weekly: 1+2+0+0/I

ECTS credits: 5

Syllabus outline

Introduction to organizational behavior. Organizational behavior in the global context. The individual in the organization. Groups in the organization. Organizational systems. Determinants of organizational culture. Organizational culture in relation to the environment. The meaning of organizational culture. Ethics and organizational culture. Organizational culture and management style. The impact of information and communication technologies on organizational culture. The study of organizational culture. Organizational culture and organization performance. Management and organizational culture. Managing organizational culture. Changes in organizational culture.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge about the importance, role and tasks of organizational behavior as an entrepreneurial business support system. Students master the skill of identifying the importance of a good, timely, rational and effective behavior required for successful implementation of entrepreneurial ventures.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

METHODOLOGY OF PROFESSIONAL AND SCIENTIFIC WORK**Course unit number: 6****Hours weekly: 1+2+0+0/I****ECTS credits: 3****Syllabus outline**

Introduction to professional and scientific work. Professional and scientific activity. Professional and scientific research. Concept and types of professional work. Concept and types of scientific work. Methodology of professional research. Methodology of scientific research. Concept and classification of professional and scientific methods. Technology of professional and scientific research. Writing and technical processing professional and scientific works. Writing and technical processing of professional and scientific works. Professional and scientific journals and publications. Works for obtaining professional and scientific tenures.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge of theoretical concepts and the importance of professional and scientific work. They master the skills and become capable of solving the problems which arise during writing of the work. Students gain the ability to solve problems of professional and scientific research. They develop a personal interest in the professional and scientific work.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

MANAGEMENT**Course unit number: 7****Hours weekly: 2+0+2+0/II****ECTS credits: 6****Syllabus outline**

Entrepreneurship and entrepreneur. Innovative entrepreneurship. Entrepreneurship, science and technology in a modern society. Entrepreneurial strategies and tactics. Uncertainty and risk of entrepreneurship. Management and leadership in entrepreneurial companies. Entrepreneurship and small businesses management. Entrepreneur as a creator of a small business. Planning of entrepreneurial idea. Managerial positions in small businesses. Starting a new business. Particularities of entrepreneurial management in small businesses.

Developing of general and specific competence (knowledge and skills)

Developing general competencies in management of businesses and organizations in general. Gaining the ability to use management methods and techniques.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

FINANCIAL MANAGEMENT**Course unit number: 8****Hours weekly: 2+0+2+0/II****ECTS credits: 6****Syllabus outline**

Managers and finance. The need for financial management. Assessing the financial standing of a company. Assessment of the financial progress of a company. Bases of financial analysis. Management analysis of finance. Profitability analysis. Financial structure. Liquidity. Planning profit and financial forecast formula. Investments financing. Production, supplies and sales financing. Performance evaluation of an enterprise. Liquidity of financial structure. Recapitalization. Corporate finance. Financial management in small businesses.

Developing of general and specific competence (knowledge and skills)

Gaining knowledge in the field of financial management and solving practical entrepreneurial problems. Acquiring skills needed to solve financing problems efficiently.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

MANAGERIAL ACCOUNTING

Course unit number: 9

Hours weekly: 2+0+2+0/II

ECTS credits: 5

Syllabus outline

Managerial accounting as a scientific discipline: concept, purpose and objective, tasks and methods, dependence of cost and financial accounting, instruments and results, accountant as a profession. Managerial accounting and management. Systems and methods of cost accounting as an instrument of managerial accounting. Responsibility centers in managerial accounting. Standard software solutions for managerial accounting used to prepare management information for responsibility centers. Managerial accounting reporting system for management in responsibility centers.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge about the importance of cost management in business departments and functions. They also gain skills in cost allocation and perceiving managerial accounting as an integral part of a company management.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

MARKETING MANAGEMENT**Course unit number: 10****Hours weekly: 2+0+2+0/II****ECTS credits: 5****Syllabus outline**

Role of marketing in the company's activities. Capturing markets by market oriented strategic planning. Analyzing marketing opportunities. Managing marketing information and measuring market demand. Scanning marketing environment. Competitiveness. Developing marketing strategies. Planning marketing programs. Managing marketing efforts. Organizing, implementing, evaluating and controlling marketing activities.

Developing of general and specific competence (knowledge and skills)

Gaining knowledge of the basic facts and structures of marketing activities. Mastering marketing functions indispensable for a successful entrepreneurship development. Developing skills in preparing a venture marketing plan independently.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

PRESENTATION SKILLS

Course unit number: 11

Hours weekly: 1+0+2+0/II

ECTS credits: 4

Syllabus outline

Basic knowledge in presentation skills and problems. Principles of presentation skills. Presentation of concepts. Presentation of ideas. Presentation of products - services. Personal presentation. Presentation of the company. Why to make a presentation. How to assess the audience. How to organize a presentation successfully. Teamwork and presenter's personal traits. Presentation aids. Course develops skills that are the basis of any successful business venture: presentation skills and "selling" of proper ideas, opinions, products, companies.

Developing of general and specific competence (knowledge and skills)

Master the tools for preparing, organizing and making a successful presentation by finding the answers to the following questions: What is a presentation? Why to make a presentation? How to organize a presentation, establish a relationship with the audience, use visual aids? How to solve awkward situations during a presentation?

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

PURCHASING MANAGEMENT**Course unit number: 12****Hours weekly: 2+0+1+0/II****ECTS credits: 4****Syllabus outline**

Introduction to purchasing and supply chain management. Materials management. Baselines in purchasing and supply chain management. Price / cost analysis and negotiation strategies. Special cases in purchasing. Decision making in purchasing. Purchase cost management. Human resources management. Purchasing policy and strategy. Daily purchasing / planning activities. Purchasing systems. Inventory planning – norms of stock limits. Purchasing organization. Position of purchasing in a company structure. Purchasing business organization – purchasing process.

Developing of general and specific competence (knowledge and skills)

Mastering the theoretical and practical knowledge and skills in the field of purchasing management in modern market conditions, with special emphasis on current trends in using modern information technology.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

PROJECT MANAGEMENT

Course unit number 13

Hours weekly: 2+0+2+0/ III

ECTS credits: 5

Syllabus outline

Defining projects. Innovations and projects. Project as a structure of objectives and activities. Project in a business system. Project activity in a company. Programming development of a company. Models of organizing project implementation. Project management. Basic concepts of project management. Types of projects. Phases of a project. Life cycle of a project. Project structure. Fitting of project organization into a line organization. Managing changes.

Developing of general and specific competence (knowledge and skills)

Gaining knowledge about the importance, roles and tasks of project management as a support to overall entrepreneurial business system. Realizing the importance of good, timely, rational and effective management required for successful business ventures.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

LOGISTICS PROCESSES MANAGEMENT**Course unit number: 14****Hours weekly: 2+0+1+0/III****ECTS credits: 5****Syllabus outline**

External and internal factors of modern business, entrepreneurial organization. Correlation and interdependence of working and logistics processes. Basic characteristics of work processes as complex, dynamic and manageable systems. Timely or «Just in time» organizational model. Management of logistics processes. Types of logistics management and their basic characteristics. Creating logistics vision and mission in order to achieve business objectives. Problems of classic organization in conditions of new criteria for competitiveness. New organizational and logistics paradigms. Innovative contributions by entrepreneurial organizations. Development and basic features of modern logistics organization. Integrated logistics support as a prerequisite for managing changes. Logistics and integration processes.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and skills regarding work processes, organization and functioning of a modern business enterprise with a particular emphasis on the role of logistics support. Thus the students become trained in solving the key problems of managing various organizational and logistics processes.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

SALES MANAGEMENT

Hours weekly: 2+0+1+0/III

Course unit number:

15

ECTS credits: 5

Syllabus outline

Basic characteristics of sales management. Retailing. Planning and organizing of sales departments. Establishing sales departments. Managing sales personnel. Control and assessment of sales departments. Requirements for retailing and sales management. Management of virtual sales force. Planning of sale. Sales and distribution policies. Sales organization. Sales process. Kinds and ways of sale. Marketing concept of business and distribution channels. Market entrance strategy. Strategic planning and organization of sales business.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and develop skills in correct production and operative decision-making, sales management and realization of an adequate operative planning followed by analysis and achievement control of indicators and results. The special accent is put on actual trends of using modern information technologies.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

STRATEGIC MANAGEMENT

Course unit number: 16

Hours weekly: 2+0+2+0/I

ECTS credits: 5

Syllabus outline

Skills of strategic thinking and process of strategic management. Evolution of challenges and changes as well as their influence on organizations management. Creating successful strategies and company environment. Creating strategy. Assessment of success and strategy application control. Modern strategic realities. Study of examples from practice.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and skills about strategic management of companies on the contemporary market. Emphasis is on current trends in using modern information technology.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

FINANCIAL MARKETS

Course unit number: 17

Hours weekly: 2+0+1+0/III

ECTS credits: 5

Syllabus outline

Financial system. Economy and financial system. Financial markets and financial system. Direct and indirect financing. Financial institutions. Central banking. Pursuing monetary policy. Banks. Bank consolidation. Non-banking financial institutions. Financial markets. Money market. Securities market. Stock market. Industry of financial institutions. Management of financial institutions. Trends in modern banking and finance. Banks and appearance of new competitors.
Financial system in the Republic of Croatia. Issuing and trading of securities in Croatia.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and develop skills of how to make the right decisions to become participants on financial markets.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

INNOVATIONS AND ENTREPRENEURSHIP

Course unit number: 18

Hours weekly: 2+0+1+0/III

ECTS credits: 5

Syllabus outline

Practice and sources of innovations. Technological and economic aspect of innovations. Kinds of innovations. Diffusion of innovations. Goals of innovations. Ten rules of effective research. Innovative strategies – new product strategies, proactive process of new product development. Organization for innovation – formal organization, informal organization; coordination. Informal organization: rules, typical organizational problems, situation, diagnosis and action. Insight into practical entrepreneurship. Entrepreneurial strategies.

Innovation management; sources of innovation, risk and uncertainty; process of innovation; characteristics of innovative companies; innovation strategies: new product development; continuing promotion, research and transfer of technology; strategic associations, models of innovation management; measuring innovative potential of organizations

Developing of general and specific competence (knowledge and skills)

Students will be able to critically distinguish between different models of innovative process, to understand the importance of innovations for economic success and also identify the factors of stimulative innovative organizational environment and to apply models of innovation and institutionalization of innovations

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

BUSINESS MANAGEMENT INFORMATION TECHNOLOGY SYSTEM

Course unit number: 19

Hours weekly: 2+0+1+0/III

ECTS credits: 5

Syllabus outline

Introduction to information systems. Information systems in business (goals, resources, strategy, parts).
Need to create information systems. Information system as model of business system.
Information system management. Information system efficiency. Information system as support to
management. Systems to support decision making. Systems to support group decision making.
Data warehouses. Methodology of data warehouses development. Systems for analytical data processing.
Data mining. Expert systems. Knowledge bases

Developing of general and specific competence (knowledge and skills)

Students learn about practical business applications. They develop skills of using relational databases.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

SOCIOLOGY OF ENTREPRENEURSHIP

Course unit number: 20

Hours weekly: 2+0+1+0/III

ECTS credits: 5

Syllabus outline

This course deals with topics of entrepreneurial behaviour, activities and actions, entrepreneurship as a social phenomenon, entrepreneurial atmosphere in a society, organizational and entrepreneurial culture as well as new trends and perspectives in entrepreneurship. As a separate branch of sociology, sociology of entrepreneurship stresses the necessity of research of entrepreneurial network : society seen as a context of entrepreneurial activities – interests of entrepreneurs – entrepreneurial behaviour aiming at understanding and predicting specific qualities of the developing phenomena in entrepreneurship as a (post)modern social trend of the future

Developing of general and specific competence (knowledge and skills)

Students learn to understand entrepreneurial structure in a social context and develop abilities and skills of functioning in micro and macro social-entrepreneurial field of action

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

OFFICE AUTOMATION**Course unit number: 22****Hours weekly: 1+1+2+0 / III****ECTS credits: 6****Syllabus outline**

Business operations in a digital society, activities and functions, principles, development, advantages. Prerequisites for automation, history, evolution of office information systems, types and models of office information systems, security procedures, regulations and standards, office automation in the government administration, business communication, data processing and storage. Presentation procedures and multimedia documents. Office automation at a distance (telecommuting). Computer component of office automation, integrated office applications, data transfer technologies, electronic and mobile business operations, working at a distance. Multimedia approach. Computer networks and their services. Internet telephony. Business operations via Internet, planning and designing office automation: impact on productivity, effectiveness and efficiency, telephone, telefax, teletext-videotext, video conferences-teleconferences, paging systems.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and develop skills in enhancing office business operations.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

INFORMATION SYSTEM FOR DECISION SUPPORT

Course unit number: 24

Hours weekly: 1+1+2+0 / III

ECTS credits: 6

Syllabus outline

Importance of decision-making. Information systems for management support. Systems for decision support. Modelling as a process of decomposition and problem formalization. Historical outline. Types of systems and classification. System development, special characteristics.

Utility measurement. Methods of decision-making. Psychological-sociological problems.

Data warehouses. Development methodology of data warehouses. Data mining.

Expert systems. Knowledge bases. Modern development.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and develop skills in using information and managing business systems. They also develop skills in decision-making.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

SPECIALIST INTERNSHIP

Course unit number: 21

Hours weekly: Semester IV

ECTS credits: 15

Syllabus outline

With the goal of successful carrying out of educational syllabus and introducing students to specific practical problems from working companies, the study of entrepreneurship organizes specialist internship of 300 hours supervised by a mentor. Before starting internship, a student prepares the practical part working on a special assignment (50 hours). Following the specially defined assignment the student writes a paper which in its final version represents the specialist final paper.

1. Preparations are carried out under the supervision of a professor,
2. Recording of necessary information in a company,
3. Carrying out of an entrepreneurial assignment,
4. Processing of specified data,
5. Note on the accomplished results.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and develop skills working on practical problems taken from working companies. They also test their theoretical and practical knowledge when preparing and taking the exams.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.

SPECIALIST FINAL THESIS

Course unit number: 22

Hours weekly: Semester IV

ECTS credits: 15

Syllabus outline

Specialist study of Entrepreneurship has as its final goal preparation and presentation of the final thesis. This final thesis represents technical elaboration of a specific problem. The student is expected to demonstrate his ability to use methods and techniques of analysing and presenting business and market situations.

When elaborating the selected theme the student applies the acquired knowledge and expertise.

The choice of the theme is in line with the syllabus of the specialist study of Entrepreneurship. The student works on the theme supervised by his mentor. The paper has to contain between 30 and 50 pages and has to be handed in four copies. Through presentation of the final thesis before a Board, the student's knowledge and presentation of the specific problem is tested as well as his overall knowledge gained during the studies.

Developing of general and specific competence (knowledge and skills)

Students gain knowledge and develop skills working on practical problems taken from working companies and through the presentation of their final thesis.

Types of classes and methods of assessment

The course is carried out weekly, in the form of consultancy.