



# POLYTECHNIC OF MEĐIMURJE IN ČAKOVEC

## COURSE SYLLABUS

ACADEMIC YEAR: 2020/2021

### 1. GENERAL COURSE INFORMATION

<b>1.1 Course name</b>	<b>Fundamentals of management</b>			
<b>1.2 Study program/s</b>	Undergraduate professional study Tourism and Sports Management			
<b>1.3 Course status (O,E)</b>	obligatory	<b>1.6 Mode of instruction (number of hours)</b>	<b>Lectures</b>	30
<b>1.4 Course code</b>			<b>Exercises</b>	30
<b>1.5 Course abbreviation</b>	OM		<b>Seminars</b>	
<b>1.6 Semester</b>	IV.		<b>E-learning</b>	
<b>1.7 ECTS</b>	6	<b>1.7 Place and time of instruction</b>	Premises of Međimurje Polytechnic of Čakovec, according to schedule published on websites / online lessons according to schedule published on websites and possibilities	

### 2. TEACHING STAFF

<b>2.1 Course leader/s-title</b>	Mirjana Trstenjak, v.pred.	<b>contact</b>	<a href="mailto:mtrstenjak@mev.hr">mtrstenjak@mev.hr</a>
		<b>contact</b>	
<b>2.2 Assistant/s- title</b>	Darija Kukovec, suradnik	<b>contact</b>	<a href="mailto:dkukovec@mev.hr">dkukovec@mev.hr</a>
	Filip Živaljić, suradnik	<b>contact</b>	fzivaljic@gmail.com
<b>2.3 Instruction held by-title</b>		<b>contact</b>	

### 3. COURSE DESCRIPTION

<b>3.1 Course goals</b>	After completing the course, student will be able to understand the basic principles of management and apply them in the practical application of management or active participation in management.
<b>3.2 Prerequisites</b>	There are no conditions.
<b>3.3 Course outcomes</b>	After successfully completing the course, students will be able to: I1 - Distinguish basic management concepts and terms and their practical application. I2 - Assess the possibilities of applying strategic management and positioning in terms of leading, managing or controlling human resources as a segment of management. I3 - Assess the possibilities of applying methods and procedures in management in a specific situation. I4 - Design specific management / leadership activities that create value in accordance with the needs of the organization or project with the application of ways of successful public speaking and communication in the organizational team.
<b>3.4 Course content</b>	The course presents contents related to the basic concepts and functions of management: planning, organizing, leading, human resources management and control. The contents are processed from the aspect of leading organizations, ethical dilemmas and socially responsible management. The teaching units present contents related to strategy, methods, management methods, ethical leadership and social responsibility. In management of human

	resources allocated to segments that are particularly important for career development, and the recruitment of employees, employment and career guidance are going through examples of documentation for employment, preparation for interview and conduct the same. To teach students to think in making decisions using certain techniques and aids. It provides insight into the pitfalls of running an organization, ways of resolving problems, conflicts and communication among employees and from the positions of management and leadership.																																																																								
3.5 Types of coursework	x	Lectures	X	Exercises	X	Blended e-learning	X	Individual activities		Laboratory																																																															
		Seminars and workshops	X	Distant learning	X	Field classes	X	Multimedia and network	x	Mentorship																																																															
		Other																																																																							
3.6 Language of instruction	Croatian																																																																								
3.7 Monitoring students' work (enter the number of ECTS credits for each activity so that the total number of ECTS credits is equal to the total ECTS value of the course, 1 ECTS = 30 hours)	2	Class attendance		1	Seminars			Essay																																																																	
		Class activity			Project			Report/paper																																																																	
		Midterm exams			Practical task		1	Continuous knowledge check																																																																	
	2	Written exam			Experimental work																																																																				
	1	Oral exam			Research																																																																				
3.8 Assessment and evaluation of students' work during classes and at the final exam	<table><tr><th>Activity specification</th><th>Percent %</th><th>Points</th></tr><tr><td colspan="3">Assessment during instruction</td></tr><tr><td>Continuous assessment of knowledge/ oral exam</td><td>10%</td><td>10</td></tr><tr><td>Seminar/ project/ essay</td><td>30%</td><td>30</td></tr><tr><td>Midterm exam 1</td><td>30%</td><td>30</td></tr><tr><td>Midterm exam 2</td><td>30%</td><td>30</td></tr><tr><td colspan="3">Exam assessment for the students who failed to fulfil all the obligatory requirements during the semester</td></tr><tr><td>Written exam</td><td>60%</td><td>60</td></tr><tr><td>Total:</td><td>100%</td><td>100</td></tr></table>										Activity specification	Percent %	Points	Assessment during instruction			Continuous assessment of knowledge/ oral exam	10%	10	Seminar/ project/ essay	30%	30	Midterm exam 1	30%	30	Midterm exam 2	30%	30	Exam assessment for the students who failed to fulfil all the obligatory requirements during the semester			Written exam	60%	60	Total:	100%	100																																				
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3.9 Assessment criteria – analysis per learning outcomes	<table><tr><th colspan="6">Ways of evaluating learning outcomes</th><th></th></tr><tr><th></th><th>Continuous assessment of knowledge/ oral exam</th><th>Seminar</th><th>Mid-term exam 1</th><th>Mid-term exam 2</th><th>Practical work</th><th>Total</th></tr><tr><td>Outcome 1</td><td></td><td></td><td>20</td><td>15</td><td>-</td><td>35</td></tr><tr><td>Outcome 2</td><td>10</td><td></td><td>10</td><td></td><td>-</td><td>20</td></tr><tr><td>Outcome 3</td><td>10</td><td></td><td></td><td>15</td><td>-</td><td>25</td></tr><tr><td>Outcome 4</td><td></td><td>20</td><td></td><td></td><td>-</td><td>20</td></tr><tr><td>Outcome 5</td><td></td><td></td><td></td><td></td><td>-</td><td></td></tr><tr><td>Outcome not-related</td><td></td><td></td><td></td><td></td><td>-</td><td></td></tr><tr><td>Total</td><td></td><td></td><td></td><td></td><td></td><td>100</td></tr></table>										Ways of evaluating learning outcomes								Continuous assessment of knowledge/ oral exam	Seminar	Mid-term exam 1	Mid-term exam 2	Practical work	Total	Outcome 1			20	15	-	35	Outcome 2	10		10		-	20	Outcome 3	10			15	-	25	Outcome 4		20			-	20	Outcome 5					-		Outcome not-related					-		Total						100
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	Outcome 5					-																																																																			
	Outcome not-related					-																																																																			
	Total						100																																																																		
	Grading of outcomes (in order to pass the mid-term exam/exam the student must achieve at least 50% points for each learning outcome)																																																																								
	Points      Grade																																																																								

	89 – 100    excellent (5) 76 – 88     very good (4) 63 – 75     good (3) 50 – 62     pass (2) 0 – 49      fail (1)	
<b>3.10 Specific features related with taking the course</b>	<p>If a student collects 50% of the points of each outcome, he / she directly takes the exam, provided that he / she has presented a seminar paper. Student cannot access the exam period if he / she has not submitted a seminar paper. The seminar paper is prepared according to the instructions published on the system used for classes and presentation in a certain period during classes. If a student does not achieve a sufficient number of points on the mid-term exam, he / she cannot take the next mid-term exam.</p> <p>Once achieved the mid-term exam points for each learning outcome cannot be deleted unless the student himself/herself decides to correct the result of mid-term exam for individual learning outcome, wherein the previously achieved points are then deleted and their newly achieved points are entered for that specific learning outcome.</p> <p>The final grade is obtained on the exam period and is the sum of points earned during classes.</p> <p>Students who did not take the mid-term exam access the written part of the exam where all learning outcomes are checked, and are required to submit a seminar paper before taking the exam.</p> <p>The oral part of the exam takes place during classes in individual segments, and thus the points are obtained, for students who do not have points from that part, an oral exam is organized before or after the written part.</p>	
<b>3.11 Students obligations</b>	<p>Full-time students are required to attend at least 70% of the total number of hours of lectures and exercises in order to exercise the right to take the exam. Part-time students are required to attend at least 30% of the total number of hours of lectures and exercises in order to exercise the right to take the exam. If the student has not fulfilled all the obligations set by the course, he is obliged to attend the lectures again and meet the conditions for taking the exam.</p> <p>Attendance can be offset by online tuition, organised webinars and added assignments given by teachers. One lesson lasts 45 minutes, and several hours form a teaching unit. Absence from one teaching unit is counted as one absence. Delays and apologies are recorded separately. In that case, if the student missed more than 50% of classes, and has a justifiable reason/apology, the request should be submitted to the Department Council, which then decides on the justification of student absences with the obligatory opinion of the course leader.</p>	
<b>3.12 Written assignments</b>	<p>Seminar papers are submitted on the day of presentation in a form that is suitable for subsequent review, since the seminar paper can be made in any form suitable for presentation. The presentation of the seminar is in pairs or individually, lasting 10-15 minutes on a specific, pre-registered topic. It is scored from 0-20 points on segments - topic processing, appearance and design of the presentation, public appearance and presentation and scoring of the audience.</p>	
<b>3.13 Required reading</b>	1.	Sikavica, P. Bahtijarević-Šiber, F., Pološki Vokić, N.: Temelji menadžmenta, Školska knjiga, Zagreb, 2008.
	2.	Osnove menadžmenta- skripta 1.dio
<b>3.14 Additional reading</b>	1.	Buble M.: Menadžerske vještine, Sinergija Zagreb, 2010.
	2.	Buble, M.: Osnove menadžmenta, Sinergija Zagreb, 2006
	3.	Bilješke s predavanja.

4 ADDITIONAL COURSE INFORMATION								
4.1 Quality control	The quality of the program, teaching process, teaching skills and level of mastery of the material will be established by conducting a written evaluation based on questionnaires, and in other standardised ways and in accordance with the by-laws of the Polytechnic of Međimurje in Čakovec.							
4.2 Contact the teacher	Students can contact the teacher during the office hours and during classes, while for short questions and explanations they can contact him/her any day during working hours by coming in person or by landline. It is also possible to ask questions by e-mail, which will be answered in 48 hours at the latest. It is desirable for students to come as often as possible for any possible questions during the teacher's office hours.							
4.3 Information about the course	It is the obligation of each student to be regularly informed about the course. All notifications about the classes or possible postponement of classes will be posted on the bulletin board and on the website of the Polytechnic at least 24 hours in advance.							
4.4 Course contribution to the study program	<ul style="list-style-type: none"><li>- Critically evaluate arguments, assumptions and data in order to form opinions and contribute to solving the problem.</li><li>- Make business decisions taking into account economic, environmental, legal and ethical norms</li><li>- Design an organizational structure in order to optimize business</li></ul>							
5. ANALYSIS OF COURSE TOPICS (the number of hours is equal to the number of lectures and exercises of the course)								
LECTURES								
Hours	Topic and description	<table><tr><td>Method</td><td>Learning outcomes</td><td>Course outcome</td></tr><tr><td><ul style="list-style-type: none"><li>• Direct teaching (lecture, instruction, pp presentation)</li><li>• Discovery learning (individual, lead, discussion)</li><li>• Group learning</li><li>• Case study</li><li>• Field classes...</li></ul></td><td></td><td></td></tr></table>	Method	Learning outcomes	Course outcome	<ul style="list-style-type: none"><li>• Direct teaching (lecture, instruction, pp presentation)</li><li>• Discovery learning (individual, lead, discussion)</li><li>• Group learning</li><li>• Case study</li><li>• Field classes...</li></ul>		
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1.	Fundamentals and theories of management	<table><tr><td>Lecture, pp presentation</td><td>Explaining the meaning and theory of management</td><td>I1</td></tr></table>	Lecture, pp presentation	Explaining the meaning and theory of management	I1			
Lecture, pp presentation	Explaining the meaning and theory of management	I1						
2.	Environment and environmental factors in management	<table><tr><td>Lecture, pp presentation</td><td>Identifying different factors and determining their impact on management / organization</td><td>I1, I4</td></tr></table>	Lecture, pp presentation	Identifying different factors and determining their impact on management / organization	I1, I4			
Lecture, pp presentation	Identifying different factors and determining their impact on management / organization	I1, I4						
3.	Ethics and morals of management	<table><tr><td>Lecture, pp presentation, case study, discussion</td><td>Identifying different managerial ethical / unethical concepts of leadership</td><td>I1, I4</td></tr></table>	Lecture, pp presentation, case study, discussion	Identifying different managerial ethical / unethical concepts of leadership	I1, I4			
Lecture, pp presentation, case study, discussion	Identifying different managerial ethical / unethical concepts of leadership	I1, I4						

4.	Socially responsible business	Lecture, pp presentation, examples of discussion	Understanding and recognizing elements of SRC / discussion on examples	I1, I2, I4
5.	Management functions	Lecture, pp presentation	Recognizing functions and their role in management	I2
6.	Strategic management	Lecture, pp presentation, example/task	Suggesting company activities for strategic management / task	I1, I2
7.	Management skills	Lecture, pp presentation, discussion	Making a SWOT analysis on the example of the organization / manager	I2
8.	1 <sup>st</sup> mid-term exam			
9.	Human resource management	Lecture, pp presentation, discussion	Recognizing	I3
10.	Practical segments of HRM	Lecture, pp presentation, discussion	Writing a decision for vacation, job vacancy, CV, motivation letter	I3, I4
11.	Leadership in management	Lecture, pp presentation, discussion	Classifying ways of leading	I3
12.	Career management	Lecture, pp presentation, discussion	Creating your own career by understanding the stages and ways of career management	I3
13.	Human resource management in non-profit organizations / Volunteering	Lecture, pp presentation, discussion, case study	Identifying and recognizing non-profit organizations / pointing out the importance of volunteering and social engagement	I3
14.	Decision making and traps	Lecture, pp presentation, discussion	Connecting managerial decision-making with pitfalls and exit opportunities	I3, I4
15.	2 <sup>nd</sup> mid-term exam			
<b>EXERCISES/ SEMINARS</b>				
<b>Hours</b>	<b>Topic and description</b>	<b>Method</b> <ul style="list-style-type: none"> <li>• Direct teaching (lecture, instruction, pp presentation)</li> <li>• Discovery learning (individual, lead, discussion)</li> </ul>	<b>Learning outcomes</b>	<b>Course outcome</b>

		<ul style="list-style-type: none"> <li>• Group learning</li> <li>• Case study</li> <li>• Field classes...</li> </ul>		
1.	(Case study - studying the presented case study in practice and identify elements of SRC. Joint discussion and debate on the SRC measures used.) Investigating examples of SRC in the region where students come from. Linking examples with their area of responsibility and measures for socially responsible behavior	Discovery learning (discussion, example study), Case study	Recognizing and identifying a variety of examples and measures of SRC	I1,I2
2.	Finding and presenting examples of socially responsible companies and individuals with the presentation of the area of their social responsibility and its application in the future career of students	Discovery learning	Indicating the diameters of good practice, finding opportunities for SRC and implementation in practice	I2
3.	Compiling guidelines for the vision and mission of your own business based on the fundamentals of management	Group learning	Suggesting the best solutions. Apply vision and mission creation guidelines in practice	I1
4.	Making a self-assessment of the examples	Group and individual	Developing arguments for the advantages and disadvantages of other examples, complementing each other to create a unique example	I2
5.	Quiz-continuous assessment of knowledge	Individual	Checking the outcome I3	I3
6.	SWOT analysis of examples	Guided learning, Instructions	Making an example of a SWOT analysis	I2
7.	Documents in HRM - decisions for vacation, paid leave, registry book, work regulations, collective and managerial agreements	Guided learning, exploring	Examining and acquiring knowledge of it	I2
8.	Employment competition - development - application - selection of candidates	Guided learning, Instructions	Writing a CV, motivation letter, studying the documentation	I2,I4
9.	Interview - creation / preparation	Guided learning, Instructions	Creating questions and possible answers for the interview	I3,I4
10.	Interview simulation / implementation	Guided learning, individual implementation	Checking the outcome I3, I4	I3,I4

<b>11.</b>	Interview simulation / implementation	Guided learning, individual implementation	Checking the outcome I3, I4	I3,I4
<b>12.</b>	Seminar presentation - public appearance	Individual	Checking the outcome I3	I3
<b>13.</b>	Seminar presentation - public appearance	Individual	Checking the outcome I3	I3
<b>14.</b>	Quiz-continuous assessment of knowledge	Individual	Checking the outcome I3	I3
<b>15.</b>	Summary / total scoring			