



Univerza v Novem mestu
*Fakulteta za ekonomijo
in informatiko*

**CLEAN COPY OF
THE ACCREDITED STUDY PROGRAMME**

2nd Cycle

MANAGEMENT AND BUSINESS

(Master's degree programme)

Novo mesto, April 2007

(Update of the general programme information – November 2019)

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1 GENERAL INFORMATION ABOUT THE PROGRAMME

Study Programme:	Management and Business
Cycle:	Second
Type:	Master degree programme
Duration:	2 years
ECTS amount:	120 ECTS
Klasius P-16:	0488 – Interdisciplinary programmes and qualifications involving business, administration and law
Research area (Frascati classification):	Social sciences
SOK (Slovenian classification framework)	Level 8
EOK (European classification framework)	Level 7
EOVK (European higher education classification framework)	Second cycle
Accreditation:	The National Council for Higher Education of the Republic of Slovenia, decision No. 2/87 – 2006 from 13 June 2006, and NAKVIS, decision No. 0141-11/2011/32 from 16 October 2014

The following documents were consistently referred to in the development of the second cycle study programme *Management and Business*:

- Higher Education Act (Official Gazette of the Republic of Slovenia, No. 100/04),
- Professional and Academic Titles Act (Official Gazette of the Republic of Slovenia, No. 22/99),
- Criteria for the accreditation and external evaluation of higher education institutions and study programmes (Official Gazette of the Republic of Slovenia, No. 101/04),
- Criteria for credit assignment to study programmes according to ECTS (Official Gazette of the Republic of Slovenia, No. 124/04).

2 FUNDAMENTAL OBJECTIVES AND COMPETENCES

2.1 Fundamental objectives of the study programme

The fundamental objectives of the study programme are to educate and qualify second cycle students for:

- Immediate employment in high leadership positions in all economic, non-economic and state administration structures;
- Continuation of their studies in third-cycle programmes;
- Direct inclusion in turbulent international economic, non-economic, social and cultural aspects.

The Master degree programme *Management and Business* allows students to expand their knowledge to broader professional areas related to management, business and

organization. It qualifies them to search for and acquire new knowledge sources in the professional and scientific field. They will learn about key scientific research approaches and methods, and will know how to apply them in a variety of problems, circumstances and opportunities.

By gaining theoretical and methodological knowledge, they will develop the competences to take on the responsibility to manage the most demanding work systems. They will be able to critically reflect, manage teamwork and release creative abilities.

2.2 Professional competences

In designing undergraduate and postgraduate programmes, we made a clear distinction between the professional competences of the first and second cycle graduates. When creating the Master programme competences, we relied on the analysis of graduate questionnaire results as well as on the expert opinions of economists. Undergraduate programme competences include applied professional knowledge for moderately demanding professional and management work and responsibilities, while postgraduate programme competences cover the knowledge required to solve the most demanding professional problems, which also call for research and leadership managerial skills needed for efficient functioning of an organization.

In designing the competences for the second cycle study programme *Management and Business*, we also relied on the orientations of the Tuning project.

General competences

Students of the *Management and Business* programme will develop the following general competences:

- Integrated critical thinking, ability to analyse, synthesise and anticipate solutions in the areas of economy, business, management organization, natural sciences and mathematics, and other social sciences (interdisciplinarity);
- Qualification for research methods in procedures, processes and technology;
- Ability to use knowledge creatively in the business environment;
- Autonomy in decision-making and responsibility for the decisions made;
- Qualification for recognizing the need for change and implementing innovations in the business environment;
- Development of communication skills and abilities - written and oral communication in a foreign language in international environment;
- Qualification for collaboration, group work, teamwork;
- Development of a culture of non-discrimination and consideration of cultural differences in order to achieve synergistic effects within the organization and its (international) environment, international mobility;
- Ethical reflection and commitment to professional ethics;
- Awareness of the necessity for continuous professional development to further, deepen and update one's knowledge;
- Qualification for presenting the acquired basic knowledge and research findings in the form of a project, application paper, research and development paper or professional article.

Course-specific competences

Students of the *Management and Business* programme will develop the following course-specific competences:

- Knowledge and understanding of the history of the development of economy, business and natural sciences, as well as other social sciences;
- Ability to solve actual work problems using scientific methods and processes;
- Integrated knowledge of the basics of micro- and macroeconomics, strategic management, marketing, modern organizational theories and research methodology, as well as its interdisciplinary use;
- Ability to put new information and interpretation in the context of business and management sciences;
- Understanding the general structure of business and management sciences, and connection with management, law, informatics, human resources, logistics, communications and other sciences;
- Understanding and use of critical analysis and theory development methods and their use in solving management and business-related problems;
- Development of skills and abilities to use the knowledge in the areas of economy, management, marketing, organization, law and human resources;
- Use of information and communication technologies and systems as information sources and communication, research and work tools;
- In-depth knowledge and understanding of organizations and processes in a modern business environment;
- Qualification for strategic operation, management and development of the most complex work systems based on modern organizational and economic principles;
- Knowledge of selected mathematical tools for solving problems in economy, management and development;
- In-depth knowledge in the area of the selected module;
- Knowledge of theoretical bases and practical skills in working with people: business communication, management, psychology of group work, encouraging creativity, strengthening and maintaining one's own personal stability, stress resilience and constructive conflict resolution;
- Reviewing and assessing employee results and providing feedback;
- Proactive approach to stakeholders (partners, suppliers, buyers, competitors, etc.).

3 INFORMATION ON THE PROGRAMME'S INTERNATIONAL COMPARABILITY

In designing the study on the international comparability of the second-cycle higher education vocational study programme *Management and Business* with other related study programmes in accordance with Article 49 of the Higher Education Act (Official Gazette of the Republic of Slovenia, No. 100/04) and Article 8 of the Criteria for the accreditation and external evaluation of higher education institutions and study programmes (Official Gazette of the Republic of Slovenia, No. 101/04), the following criteria were considered:

- Comparability of the concept, formal and content structure of the *Management and Business* programme with foreign programmes;
- Comparability of access opportunities and conditions for enrolment in the study programme;

- Comparability of study duration, advancement, study completion and acquired titles;
- Comparability of study methods and forms (system and organization of the study process, credit system, use of modern information technologies, independent study, tutoring, organization of practical training);
- Options for integrating the programme in international cooperation (mobility) or the European Higher Education Area;
- Differences between the proposed and foreign programmes according to the specific needs and conditions of the domestic economy and public services.

In order to analyse the international comparability of the second-cycle higher education vocational study programme *Management and Business*, we examined various related study programmes in the European Higher Education Area. Upon consideration, we selected three European study programmes in the field of business and administrative sciences that are in line with the Bologna guidelines and are carried out by internationally recognized, quality higher education institutions with tradition.

The international comparability study therefore included related study programmes from the following higher education institutions: Univerzita Komenskeho - Fakulta manažment, University of Southern Denmark - Faculty of Social Sciences and Norwegian School of Business.

Table 1: List of comparable higher education institutions and study programmes

Country	Slovakia	Denmark	Norway	Slovenia
Institution	Univerzita Komenskeho	University of Southern Denmark	Norwegian School of Business	University of Novo mesto
City	Bratislava	Odense	Oslo	Novo mesto
Faculty, higher education institution	Fakulta manažment	Faculty of Social Sciences	Norwegian School of Business	Faculty of Business and Management Sciences
Master's programme	Strategic Management	Business Administration and International Management	Business and Economics	Management and Business
Website address	www.uips.sk	www.sdu.dk	www.bi.no	www.vsup.si

The international comparability study has shown that the second-cycle higher education vocational study programme *Management and Business* is internationally comparable, and facilitates international mobility and integration in the European Higher Education Area.

4 INFORMATION ON THE INTERNATIONAL COOPERATION OF THE HIGHER EDUCATION INSTITUTION

The Faculty develops its international activities in the following five areas:

- Organization of international scientific conferences;
- International exchange of students and higher education teachers;
- Participation in international scientific and research projects;

- Collaboration in developing joint study programmes;
- Individual contacts of higher education teachers.

5 THE STUDY PROGRAMME CURRICULUM

The curriculum is designed as a logical upgrade, in terms of content, of the first-cycle higher education vocational study programme *Management and Business*. In developing the curriculum, the Bologna Declaration recommendations were consistently taken into account, in regard to study duration, annual student workload, elective courses, ECTS, mobility, competences, etc.

It consists of 15 learning units in the extent of 120 ECTS, including: six compulsory courses, one elective module with three courses that students select among the (five) module options and three elective courses selected from 10 courses or module courses, project paper in a work environment or fundamental, application or development and research paper, and the master's thesis. The advantage of the programme lies in its adaptability to the interests, wishes and requirements of the individual or the business environment. By selecting the module and elective courses, students acquire the knowledge they actually need.

Depending on their complexity, the courses include a different number of organized and individual study work. Organized study work represents 14% of the total annual study work. Individual study work is at the centre of student workload, which is in accordance with the set objectives and the general and course-specific competences.

The first semester includes the core content of economic and business sciences, because the study programme is also available to students from non-economic studies who are required to complete additional study obligations (from the field of economy and management) from the first-cycle courses.

The curriculum does not specify the parts of the programme carried out by the Faculty in a foreign language. This is decided by the Faculty Senate for each academic year based on the student and teacher mobility agenda for the following academic year.

5.1 ECTS evaluation of the programme and individual learning units

The second-cycle higher education vocational study programme *Management and Business* is ECTS evaluated in accordance with the provisions of the European Credit Transfer and Accumulation System (ECTS) (Official Gazette of the Republic of Slovenia, 124/2004). ECTS allows students to collect and transfer their credit points from one study programme to another, and enables mutual recognition of completed study obligations between higher education institutions in the Republic of Slovenia and abroad. It ensures transparency and comparability of higher education systems and study programmes, which is the basis for student mobility and recognition of study obligations.

ECTS credit point is a measurement unit used to evaluate the average student workload. One ECTS credit point represents 25 to 30 hours of student workload within the annual scope of student workload of 1500 to 1800 hours. Individual parts of the programme are evaluated based on ECTS in the following way: at least 3 ECTS for each course, at least

5 ECTS for the module, 2 ECTS for the professional practice week and 30 ECTS for the master's thesis.

ECTS encourages the introduction of teaching strategies that focus on students, with student workload as the starting point. The credit points are awarded to students after they have completed their study obligations. Student workload includes: lectures, tutorials and laboratory work as well as other forms of organized study work (research and project work), individual study work (regular ongoing work, literature study, projects in a work environment or fundamental, application or development and research papers, and preparation for exams or other forms of knowledge assessment) and the master's thesis or project seminar in individual parts of the study programme.

5.2 Curriculum with names of individual learning units

Table 2 includes the following items: curriculum with the names of the learning units, ECTS evaluation of the complete programme and individual learning units, annual and total number of hours for study obligations, and annual and total number of organized study work hours or contact hours of the programme.

Table 2: Curriculum with ECTS credit points for individual study obligations

Year 1												
No.	Learning units	CA	Organized study work						OSW	ISW	ASW	EC TS
			First semester			Second semester						
			L	T	EC TS	L	T	EC TS				
1.	Macroeconomics II	EC	25	15	8				40	184	224	8
2.	Research Work Methods	RW	25	15	8				40	184	224	8
3.	Strategic Management	MA	20	15	7				35	161	196	7
4.	Marketing	BS	20	15	7				35	161	196	7
5.	Microeconomics II	EC				25	15	8	40	184	224	8
6.	Module: Course 1					20	15	6	35	127	162	6
7.	Course 2					20	15	6	35	127	162	6
8.	Course 3					20	15	6	35	127	162	6
9.	Application Research Paper	RW					5	4	5	115	120	4
TOTAL			90	60	30	85	65	30	300	1370	1670	60
Year 2												
10.	Modern Organization Theories	BS	20	15	7				35	161	196	7
11.	Elective course 1		20	15	6				35	127	162	6
12.	Elective course 2		20	15	6				35	127	162	6
13.	Elective course 3		20	15	6				35	127	162	6
14.	Project Paper - Professional Article	RW		10	5				10	140	150	5
15.	Master's Thesis	RW						30		750	750	30
TOTAL			80	70	30	0	0	30	150	1432	1582	60
TOTAL Year 1 + Year 2			170	130	60	85	65	60	450	2802	3252	120

Note:

Content area (CA): EC = economy, BS = business studies, MA = management, LA = law, BI = business informatics, RW = research work, QM = qualitative and quantitative methods, HR = human resources, FL = professional foreign language, OSS = other social sciences.

Study obligations: L = lectures, T = tutorials, OSW = organized study work, ISW = individual study work, ASW = annual student workload, ECTS = European Credit Transfer System credit points.

5.3 Type and extent of learning units and their inclusion in the programme structure

The programme consists of organized and individual study work in the extent of 120 ECTS or 3252 hours. Its duration is two academic years. It includes 6 class/compulsory study courses (45 ECTS), 3 elective courses (18 ECTS), elective module with three courses (18 ECTS), application research paper (4 ECTS), project paper - professional article (5 ECTS) and master's thesis (30 ECTS).

The programme is implemented as *organized study work* (lectures and tutorials) in the extent of 450 hours or 13.8%.

Individual study work (regular ongoing work, project or research papers and reports, literature study, preparation for exams and the master's thesis) is an important part of the programme. Its extent is 2802 hours or 86.2%.

5.3.1 Elective modules

The programme consists of three elective modules. Each module consists of three courses (18 ECTS) and is a complete unit representing a specialized content area for an upgrade of the basic knowledge of the compulsory courses from the first year. Students select one of the modules according to their interests or needs of their workplace.

Table 3: Elective modules

No.	Learning unit	CA	Organized study work		OSW	ISW	ASW	ECTS
			L	T				
Module 1: ACCOUNTING								
1.	Accounting for Decision-making	BS	20	15	35	127	162	6
2.	Financial Accounting	BS	20	15	35	127	162	6
3.	Tax Accounting	BS	20	15	35	127	162	6
Module 2: MARKETING								
1.	Developmental Marketing of Products and Services	BS	20	15	35	127	162	6
2.	Quantitative Models in Marketing	BS	20	15	35	127	162	6
3.	International Marketing	BS	20	15	35	127	162	6
Module 3: HUMAN RESOURCES								
1.	Human Resource Management	HR	20	15	35	127	162	6
2.	Knowledge and Innovation Management	HR	20	15	35	127	162	6
3.	Organizational Behaviour	HR	20	15	35	127	162	6
Module 4: LAW IN MANAGEMENT AND BUSINESS								
1.	EU Law	LA	20	15	35	127	162	6
2.	Commercial Law	LA	20	15	35	127	162	6
3.	Administrative Law	LA	20	15	35	127	162	6
Module 5: DESIGNING AND MANAGING PROJECTS								
1.	Planning and Managing Projects	PM	20	15	35	127	162	6
2.	Data Warehouses	PM	20	15	35	127	162	6
3.	Business Modelling	PM	20	15	35	127	162	6
TOTAL IN EACH MODULE			60	45	105	381	486	18

5.3.2 Elective courses

Elective courses allow students to plan their studies according to their individual needs. They are part of the second year curriculum. Students select from a range of elective subjects in the field of business sciences, management, professional foreign language and other social sciences. Each elective course is equivalent to 6 ECTS. All elective courses are equal in terms of their extent and number of ECTS credit points.

The third semester curriculum provides students the optimal opportunity for external selection or international mobility. They can select three courses offered by the Faculty and take at least two courses offered by the second-cycle study programmes in Slovenia or abroad that have an agreement with the Faculty. The same applies to the master's thesis.

Elective courses represent 18 ECTS or 15% of the programme.

Table 4: Elective courses

No.	Elective course	CA	OSW		OSW	ISW	ASW	ECTS
			L	T				
1.	Qualitative and Quantitative Methods for Business Decision-making	RW	20	15	35	127	162	6
2.	Media and Public Relations	BS	20	15	35	127	162	6
3.	Mastering Quality and Business Excellence	BS	20	15	35	127	162	6
4.	Social Capital in the Organization	BS	20	15	35	127	162	6
5.	Theory of Decision-making	BS	20	15	35	127	162	6
6.	Project Management Methods	MA	20	15	35	127	162	6
7.	Sole Trader Accounting	BS	20	15	35	127	162	6
8.	Professional Terminology in a Foreign Language	FL	20	15	35	127	162	6
9.	Creativity in the Organization	OSS	20	15	35	127	162	6
10.	Learning Organization	OSS	20	15	35	127	162	6

Scope of elective courses in the programme

The programme is structured into 15 units. The first year comprises 9 learning units, including five common courses (38 ECTS), three courses within a selected module (18 ECTS) and a project paper in a work environment or fundamental, application or research and development paper (4 ECTS). The second year includes one common course (7 ECTS), three elective courses (18 ECTS), a project paper – professional article (5 ECTS) and master's thesis (30 ECTS). The common courses and the module courses for knowledge upgrade represent 47%, the elective courses 15% and the research and development work with the master's thesis 32% of the programme.

Table 5: Structure of the programme according to elective courses

Year	Structure of the programme	Number of learning units	Total ECTS	Total %
1.	Common courses	5	38	32
	Elective module	3	18	15
	Application Research Paper	1	4	3
2.	Common courses	1	7	6
	Elective courses	3	18	15
	Project Paper - Professional Article	1	5	4
	Master's Thesis	1	30	25
TOTAL:		15	120	100

Common section of the programme includes 6 study courses in the extent of 45 KT or 37.5%, enabling the acquisition of the basic knowledge and the development of the general and subject-specific competences of the second-cycle graduates.

Elective section of the programme allows students to realise their own academic path. Planning an individual study programme includes the possibility of internal and external selection. Selection is available for the following learning units: elective module, elective courses, application research paper, project paper – professional article and master's thesis.

In the scope of *internal selection* (from the selection of elective modules and elective courses offered by the Faculty), students can select a module consisting of three study courses in the extent of 18 ECTS or 15% of the programme, three elective courses in the extent of 18 ECTS or 15%, application research paper in the extent of 4 ECTS or 3%, project paper – professional article in the extent of 5 ECTS or 4% and master's thesis in the extent of 30 ECTS or 25%.

External selection is available for the following learning units: elective courses, application research paper, project paper – professional article and master's thesis. Its extent is 47 ECTS or 39.2%. Students can take elective units at the faculty where they are enrolled or any higher education institution in Slovenia or abroad that has an agreement with the faculty. To facilitate students' completion of the part of the programme taken outside their faculty, the majority of the *external selection* units are available in the second year.

Elective courses according to content areas

Students can select learning units from the following areas: research work (54 ECTS), business sciences (80 ECTS), management (6 ECTS), law (18 ECTS), human resources (18 ECTS), business informatics (18 ECTS), other social sciences (6 ECTS) and professional terminology in a foreign language (6 ECTS).

Table 6: Structure of the programme according to the type and content area of the learning units

Year	Structure of the programme	Number of learning units	Content area in ECTS									Total ECTS	Total %	
			EC	RW	BS	MA	LA	HR	PM	OSS	FL			
1.	Compulsory courses	5	16	8	7	7							38	32
	Elective module 1	3			18								18	15
	Elective module 2				18									
	Elective module 3							18						
	Elective module 4						18							
	Elective module 5								18					
	Application Research Paper	1		5									4	3
2.	Compulsory course	1			7								7	6
	Elective courses	3		6	30	6				12	6		18	15
	Project Paper - Professional Article	1		5									5	4
	Master's Thesis	1		30									30	25
TOTAL:		15											120	100
Total ECTS				16	54	80	13	18	18	18	12	6	235	
Total CA in %				7	43	34	6	8	8	8	5	3		100

5.4 Scope of lectures, seminars, tutorials and other organized forms of study

According to ECTS, the annual student workload (ASW) consists of organized study work in the form of lectures, seminar tutorials and laboratory work, and individual study work (ongoing work, literature study, project work, research work, preparation for exams or other forms of knowledge assessment, and writing and oral submission of the master's thesis).

Table 7: Scope of lectures, tutorials and other study forms

Year of study	OSW		OSW	ISW	ASW	ECTS
	L	T				
Year 1	175	125	300	1370	1670	60
Year 2	80	70	150	1432	1582	60
TOTAL in HOURS	255	195	450	2802	3252	
In %	8	6	14	86	100.0	

In three years, students are expected to complete 3252 hours, which is on average 27 hours per one ECTS credit point. Of this, 8% of the programme is carried out in the form of lectures, 6% in the form of tutorials and 86% in the form of individual study work where research work accounts for 54%. The actual number of organized study work hours depends on the amount of student-teacher conferences, consultations, tutorials, etc..

Organized study work

Lectures are an organized form of study work implemented with a collective group of students. The lecturer transfers the basic knowledge and the most recent findings from their field of expertise to students, and encourages them to actively participate and critically reflect by using modern learning and teaching methods supported by ICT.

Seminar tutorials are an organized form of study work implemented with a group of 30 students. Students solve actual real-life problems by applying the knowledge and processes they have learned during the lectures and their independent individual study work. According to the syllabus of each learning unit, they write, present and defend, individually or in a team, a project or fundamental, application or research and development paper.

Individual research work

Project paper in a work environment or fundamental, application or research and development paper is students' independent study work (ISW) performed under the guidance of a mentor. It addresses a real-life professional problem from a business environment and provides a possible solution. With this work, students demonstrate their ability to seriously consider and research a practical professional problem, using ICT as information source and mastering the selected methodological problem solving tools.

Before defending the master's thesis, students are required to present one of their successfully written and defended papers

- at a scientific panel, congress, conference or symposium, and publish it in a journal or professional magazine recognized by the faculty.
-

Master's thesis is independent professional work written under the guidance of a mentor. It must include theoretical premises and their verification through independent research of current problems in the field of management and business. In addressing the chosen topic, students are required to systematically submit the results of their research using the appropriate research instruments. They are required to demonstrate their ability to elaborate, in written form, and solve current/specific practical professional problems in the business environment. The process and method of preparing and defending the master's thesis is defined by special rules.

5.5 Practical training

The Master's degree study programme *Management and Business* does not provide practical training.

5.6 Parts of the study programme

In accordance with the provisions of Article 36 of the Higher Education Act (Official Gazette of the Republic of Slovenia, No. 100/04), the first- and second-cycle study programmes may be carried out in parts specified by the programme. Each defined part

of the study programme represents a distinctive learning unit, in terms of content, of the study programme.

The second-cycle study programme *Management and Business* includes the following parts of the study programme:

- *Accounting;*
- *Marketing;*
- *Human Resources;*
- *Law in Management and Business;*
- *Designing and Managing Projects.*

These parts of the programme are carried out according to the curriculum as shown in the table below.

Table 8: Learning units of a part of the study programme

No.	Learning unit	OSW		OSW	ISW	ASW	ECTS
		L	T				
1.	MODULE: Course 1	20	15	35	127	162	6
2.	Course 2	20	15	35	127	162	6
3.	Course 3	20	15	35	127	162	6
4.	Elective course 1	20	15	35	127	162	6
5.	Elective course 2	20	15	35	127	162	6
6.	Elective course 3	20	15	35	127	162	6
7.	Project work				180	180	6
TOTAL		120	90	210	942	1152	42

Each part of the second-cycle study programme *Management and Business* comprises 42 ECTS. It consists of three courses within the selected module (18 ECTS), three elective courses (18 ECTS) and project work (6 ECTS).

Students complete a part of the second-cycle study programme *Management and Business* when they have successfully fulfilled all their study obligations in the extent of 42 ECTS, for which they receive a certificate (according to Article 32a of the Higher Education Act – last indent), which is a public document.

5.6.1 Accounting

Accounting is a part of the study programme aimed at improving, completing, deepening and updating the knowledge of accounting in the second cycle.

Curriculum of the part of the study programme Accounting

The part of the study programme *Accounting* comprises 42 ECTS. It consists of three courses within the *Accounting* module (18 ECTS), three elective courses (18 ECTS) and project work (6 ECTS).

Table 9: Curriculum of the part of the study programme

ACCOUNTING							
No.	Learning unit	OSW		OSW	ISW	ASW	ECTS
		L	T				
1.	Accounting for Decision-making	20	15	35	127	162	6
2.	Financial Accounting	20	15	35	127	162	6
3.	Tax Accounting	20	15	35	127	162	6
4.	Elective course 1	20	15	35	127	162	6
5.	Elective course 2	20	15	35	127	162	6
6.	Elective course 3	20	15	35	127	162	6
7.	Project work				180	180	6
TOTAL		120	90	210	942	1152	42

Student obligations and forms of reviewing and assessing knowledge are described in individual learning units' course syllabus.

Students complete the part of the study programme *Accounting* when they have fulfilled all their study obligations in the extent of 42 ECTS, for which they receive a certificate (according to Article 32a of the Higher Education Act – last indent), which is a public document.

5.6.2 Marketing

Marketing is a part of the study programme aimed at improving, completing, deepening and updating the knowledge of marketing in the second cycle.

Curriculum of the part of the study programme Marketing

The part of the study programme *Marketing* comprises 42 ECTS. It consists of three courses within the *Marketing* module (18 ECTS), three elective courses (18 ECTS) and project work (6 ECTS).

Table 10: Curriculum of the part of the study programme

MARKETING							
No.	Learning unit	OSW		OSW	ISW	ASW	ECTS
		L	T				
1.	Developmental Marketing of Products and Services	20	15	35	127	162	6
2.	Quantitative Models in Marketing	20	15	35	127	162	6
3.	International Marketing	20	15	35	127	162	6
4.	Elective course 1	20	15	35	127	162	6
5.	Elective course 2	20	15	35	127	162	6
6.	Elective course 3	20	15	35	127	162	6
7.	Project work				180	180	6
TOTAL		120	90	210	942	1152	42

Student obligations and forms of reviewing and assessing knowledge are described in individual learning units' course syllabus.

Students complete the part of the study programme *Marketing* when they have fulfilled all their study obligations in the extent of 42 ECTS, for which they receive a certificate

(according to Article 32a of the Higher Education Act – last indent), which is a public document.

5.6.3 Human Resources

Human Resources is a part of the study programme aimed at improving, completing, deepening and updating the knowledge of human resources in the second cycle.

Curriculum of the part of the study programme Human Resources

The part of the study programme *Human Resources* comprises 42 ECTS. It consists of three courses within the *Human Resources* module (18 ECTS), three elective courses (18 ECTS) and project work (6 ECTS).

Table 11: Curriculum of the part of the study programme

HUMAN RESOURCES							
No.	Learning unit	OSW		OSW	ISW	ASW	ECTS
		L	T				
1.	Human Resource Management	20	15	35	127	162	6
2.	Knowledge and Innovation Management	20	15	35	127	162	6
3.	Organizational Behaviour	20	15	35	127	162	6
4.	Elective course 1	20	15	35	127	162	6
5.	Elective course 2	20	15	35	127	162	6
6.	Elective course 3	20	15	35	127	162	6
7.	Project work				180	180	6
TOTAL		120	90	210	942	1152	42

Student obligations and forms of reviewing and assessing knowledge are described in individual learning units' course syllabus.

Students complete the part of the study programme *Human Resources* when they have fulfilled all their study obligations in the extent of 42 ECTS, for which they receive a certificate (according to Article 32a of the Higher Education Act – last indent), which is a public document.

5.6.4 Law in Management and Business

Law in Management and Business is a part of the study programme aimed at improving, completing, deepening and updating the knowledge of law in management and business in the second cycle.

Curriculum of the part of the study programme Law in Management and Business

The part of the study programme *Law in Management and Business* comprises 42 ECTS. It consists of three courses within the *Law in Management and Business* module (18 ECTS), three elective courses (18 ECTS) and project work (6 ECTS).

Table 12: Curriculum of the part of the study programme

LAW IN MANAGEMENT AND BUSINESS							
No.	Learning unit	OSW		OSW	ISW	ASW	ECTS
		L	T				
1.	EU Law	20	15	35	127	162	6
2.	Commercial Law	20	15	35	127	162	6
3.	Administrative Law	20	15	35	127	162	6
4.	Elective course 1	20	15	35	127	162	6
5.	Elective course 2	20	15	35	127	162	6
6.	Elective course 3	20	15	35	127	162	6
7.	Project work				180	180	6
TOTAL		120	90	210	942	1152	42

Student obligations and forms of reviewing and assessing knowledge are described in individual learning units' course syllabus.

Students complete a part of the second-cycle study programme *Law in Management and Business* when they have successfully fulfilled all their study obligations in the extent of 42 ECTS, for which they receive a certificate (according to Article 32a of the Higher Education Act – last indent), which is a public document.

5.6.5 Designing and Managing Projects

Designing and Managing Projects is a part of the study programme aimed at improving, completing, deepening and updating the knowledge of designing and managing projects in the second cycle.

Curriculum of the part of the study programme *Designing and Managing Projects*

The part of the study programme *Designing and Managing Projects* comprises 42 ECTS. It consists of three courses within the *Designing and Managing Projects* module (18 ECTS), three elective courses (18 ECTS) and project work (6 ECTS).

Table 13: Curriculum of the part of the study programme

DESIGNING AND MANAGING PROJECTS							
No.	Learning unit	OSW		OSW	ISW	ASW	ECTS
		L	T				
1.	Planning and Managing Projects	20	15	35	127	162	6
2.	Data Warehouses	20	15	35	127	162	6
3.	Business Modelling	20	15	35	127	162	6
4.	Elective course 1	20	15	35	127	162	6
5.	Elective course 2	20	15	35	127	162	6
6.	Elective course 3	20	15	35	127	162	6
7.	Project work				180	180	6
TOTAL		120	90	210	942	1152	42

Student obligations and forms of reviewing and assessing knowledge are described in individual learning units' course syllabus.

Students complete the part of the study programme *Designing and Managing Projects* when they have fulfilled all their study obligations in the extent of 42 ECTS, for which

they receive a certificate (according to Article 32a of the Higher Education Act – last indent), which is a public document.

6 ACCESS REQUIREMENTS AND CRITERIA FOR THE SELECTION OF CANDIDATES IN THE EVENT OF ENROLMENT RESTRICTIONS

Access requirements

Enrolment requirements for *the first year* of the second-cycle study programme *Management and Business* according to Article 38a of the Higher Education Act are:

- Completed first-cycle study programme of the relevant fields of study (180 ECTS);
- Completed first-cycle study programme of other fields of study (180 ECTS);
- Higher education vocational study programme implemented before 11 June 2004.

Graduates in social sciences (economy, organization) and business and management sciences (business, entrepreneurship, management, accounting, marketing, finance) can enrol without having to complete additional study obligations.

Graduates of unrelated study programmes are required to complete additional study obligations that are essential for continuing the study in the extent of at least 12 ECTS from the following courses of the first-cycle study programme: Macroeconomics I (7 ECTS) and Management Fundamentals (5 ECTS). These study obligations can be completed during the second-cycle study, in education programmes or by taking exams before enrolling in the Master's degree programme.

Enrolment is also open to graduates of equivalent foreign study programmes.

Criteria for the selection of candidates in the event of enrolment restriction

The faculty may restrict the enrolment if the number of applications for enrolment exceeds the number of open positions. In case of enrolment restriction, candidates are selected according to the following criteria:

- Average grade achieved at the undergraduate level (70%);
- Grade of the diploma thesis (30%).

7 CRITERIA FOR RECOGNITION OF SKILLS AND COMPETENCES GAINED BEFORE ENROLMENT

Upon the candidate's written application, enclosed certificates and other documents, the faculty recognizes the knowledge, qualification or skills acquired before the enrolment in the study programme that, in terms of content and complexity, fully or partially correspond to the general or course-specific competences defined by the second-cycle study programme *Management and Business*.

- a. If *the knowledge was acquired through formal/informal education*, candidates are required to submit evidence of this knowledge in the form of certificates and other documents ("atypical certificates", portfolio, documents on a completed part of a study programme, course or other form of education) which clearly show the content of these programmes and the scope of student work.. Based on this evidence that must be submitted by June at the latest for the following academic year, candidate's prior knowledge is recognized in the extent of up to 20 ECTS. Students enrolling in the second year based on the Criteria for transferring between study programmes are

not eligible to apply for the recognition of prior knowledge for the second-year courses.

- b. If *the knowledge was acquired through experiential learning*, students can request the reviewing and assessing of knowledge at the faculty.

Individual documented applications of candidates for the recognition of knowledge acquired before enrolment are addressed by the relevant faculty commission in accordance with the procedures and rules adopted by the Faculty Senate.

8 EXAMINATION AND KNOWLEDGE ASSESSMENT

Examination and knowledge assessment is developed so as to provide higher education teachers and students with continuous quality information on the progress and achievement of the set competences and objectives of the study programme. The study programme requires students to study on a regular basis, therefore knowledge assessment is diagnostic, formative and summative. It takes place regularly during and after the completion of individual courses.

Examination and knowledge assessment methods are defined in individual course syllabuses and align with the examination of the achieved course objectives, expected study results and development of the general and course-specific competences. For the purpose of providing diverse learning and teaching methods, and to ensure validity, reliability and objectivity, higher education teachers use different combinations of examination and knowledge assessment in individual courses. Knowledge assessment includes all taxonomy levels and also takes into account the quality of the structure and the organization of knowledge.

The purpose of knowledge assessment is to evaluate students' work, provide feedback on their progress and achieved results, enable their inclusion in further education and employment, and obtain data for the evaluation of pedagogical work.

Students are acquainted with the examination elements and assessment criteria orally at the beginning of the academic year and in writing with the course syllabus.

Examination and assessment methods are: exams, preliminary exams, tests, portfolio, projects, peer assessment, fundamental, application or research and development papers, terms of reference, published professional article, oral presentations, master's thesis.

Table 14: Grading scale

Grade		ECTS grade		Criteria in %	Description of knowledge
10	Excellent	A	Excellent	95 – 100%	Outstanding performance with only minor errors
9	Very good	B	Very good	85 – 94%	Above-average standard but with some errors
8	Very good	C	Good	71 – 84%	Generally sound work with a number of notable errors
7	Good	D	Satisfactory	61 – 70%	Fair knowledge but with significant shortcomings
6	Sufficient	E	Sufficient	55 – 60%	Knowledge meets the minimum criteria
5 - 1	Fail	F	Fail	95 – 55%	Knowledge does not meet the minimum criteria
	Pass	P	Pass	55 – 100%	Knowledge meets the minimum criteria
	Fail	F	Fail	< 55 %	Knowledge does not meet the minimum criteria

To receive a positive grade, students must achieve at least 55% of the required points. Grades from the grading scale are converted to ECTS grades. The procedures and rules on examination and knowledge assessment and the procedures for the recognition of ECTS credit points acquired in other programmes offered by the same or another higher education institution are governed by the Rules for examination and assessment of knowledge.

9 PROGRAMME ADVANCEMENT REQUIREMENTS

In order to advance from the first to the second year of the master's programme, students must achieve at least 45 ECTS. If they have not completed all study obligations, students can advance to the second year if they have a legitimate reason, such as motherhood, prolonged illness, urgent family and social circumstances, participation in top professional, cultural and sporting events.

Students who have not completed all study obligations required for the advancement to the following year may only repeat a year once during their course of study or only once change the study programme (according to Article 66 of the Higher Education Act). Students can repeat a year if they have completed at least one half of their study obligations (30 ECTS) from the first year. The second year cannot be repeated.

According to the Higher Education Act, students can be granted an extended student status for a maximum of one year if they have legitimate reasons.

Students can advance and complete their studies in a shorter period of time than is provided by the study programme.

Guidance and counselling

Before enrolling in the study programme, the faculty professional service of the Student Affairs Office enables candidates to become fully acquainted with the study programme, types and conditions of the study, etc.

The following activities are organized during the study period:

- Counselling for promoting self-awareness, effective conflict resolution and building positive social contacts;
- Training for professional writing and effective learning;
- Tutoring to help solve problems arising from the organization or realization of study obligations;
- Mentoring where higher education teachers and associates lead students to successful study results based on an individual approach;
- Counselling for overcoming personal issues;
- Counselling in the integration of graduates into employment and various forms of lifelong learning.

10 PROVISIONS ON TRANSFERS BETWEEN STUDY PROGRAMMES

Transfers between study programmes of the same cycle are possible in accordance with the provisions of the Higher Education Act (Official Gazette of the Republic of Slovenia, Nos. 63/04 and 94/06) and the Criteria for transferring between study programmes. Transfer between study programmes means terminating student's education in the study programme where they were enrolled and continuing it in another study programme that recognizes all or a part of the study obligations completed in the previous study programme.

The transfer to the Master's degree programme *Management and Business* is possible on two levels:

- Transfer from other master's degree programmes (second cycle);
- Transfer from four-year university study programmes implemented until 11 June 2004.

Students who fulfil the requirements can enrol in the following (second) year of the Master's degree programme *Management and Business*. The knowledge acquired in the previous study programme must correspond, partially or wholly, to the general and course-specific competences of the other study programme in terms of range, content and complexity.

Enrolment requirements for the *second year* of the Master's degree study programme *Management and Business* according to Article 38a of the Higher Education Act and Article 49 of the Act Amending the Higher Education Act (Official Gazette of the Republic of Slovenia, No. 94/06) are:

- Four-year university study programme in the same or related professional field, implemented until 11 June 2004. The extent of recognized study obligations is generally 60 ECTS.
- Four-year university study programme in unrelated professional field, implemented until 11 June 2004. Candidates are required to complete additional study obligations from the following first-year courses: Macroeconomics II (8 ECTS), Microeconomics II (8 ECTS) and Research Work Methods (8 ECTS).

Individual transfer applications are addressed by the relevant faculty commission in accordance with the procedures and rules on the recognition of exams and other study obligations and recognition of previously acquired knowledge.

The same criteria apply to the recognition of knowledge acquired abroad.

11 TYPES OF STUDY IMPLEMENTATION

The study is implemented as full-time (60 students) and part-time study (60 students). Both are equal.

In both cases, lectures include the entire group of students, while seminar exercises are carried out in groups of 30 students. The study is implemented according to the academic calendar. The weekly number of organized study work hours is 10 on average for full-time students and at least 5 for part-time students.

One year of part-time study is generally organized over the course of one academic year in the extent of at least 70% of full-time study contact hours. As the number of hours of organized study work is lower than that of full-time study, part-time study requires more independent work. Part-time students are required to fulfil all full-time study obligations.

Organized study work in part-time study is carried out consecutively, one learning unit after another. Each learning unit/course begins with lectures, followed by tutorials or laboratory work in groups and examination. All learning units/courses follow the same order.

Another type of study, i.e. distance education, can be organized for candidates who are, for objective reasons, unable to attend the lectures, live in geographically remote or less accessible areas, are physically impaired or are mothers with small children.

12 STUDY COMPLETION REQUIREMENTS

The requirement for the completion of the study is the completion of all study programme obligations in the extent of 120 ECTS.

Students who enrol in the second year according to the Criteria for transferring between study programmes are required to complete all study programme obligations in the extent of at least 60 ECTS.

13 REQUIREMENTS FOR THE COMPLETION OF INDIVIDUAL PARTS OF THE STUDY PROGRAMME

The requirement for the completion of individual parts of the study programme is the completion of all study programme obligations in the extent of 42 ECTS. Upon completion, candidates receive a certificate, which is a public document.

14 PROFESSIONAL TITLE

Having completed the study, students receive the following professional title in accordance with the provisions of Article 7 of the Professional and Academic Titles Act (Official Gazette of the Republic of Slovenia, No. 61/06):

- *Master of Science (MSc) in Economics and Business*, abbreviated as *MSc (Econ. & Bus.)*.

In accordance with Article 32a of the Higher Education Act and the provisions of the Rules on Diploma Supplement (Official Gazette of the Republic of Slovenia, No. 56/07), graduates of the second-cycle study programme *Management and Business* receive a Diploma Supplement issued by the faculty.



Assist. Prof. Dr. Malči Grivec, Dean

Malči Grivec

Signature