UNIVERSITY OF LJUBLJANA | SEB School of Economics and Business

COURSE CATALOGUE

for Incoming Exchange students

Last update: 16 September 2026

Course list for Exchange students

Exchange students can:
- mix full semester and module courses*,
- choose courses from different years of study (1st, 2nd, electives...)
- choose courses from different study programmes (Marketing, Accounting, Money & Finance...)

Exchange students cannot mix courses from different study levels (Bachelor students can only choose Bachelor courses and Master students can only choose Master courses).

*Full semester course: a combination of lectures and practical exercises over the entire semester

Module course: intensive course focusing on one topic; the course duration is compact (5-6 weeks)

BACHELOR COURSES

1st year

#	Course name	Semester	Course type	ECTS
1	Introduction to Business	winter	full semester	6
2	Management	winter	full semester	6
3	Mathematics for Business and Economics	winter	full semester	6
4	Microeconomics 1	winter	full semester	6
5	The Law of Business Organisations and Business Law	winter	full semester	6
6	Informatics	spring	full semester	6
7	Introductory Statistics	spring	full semester	6
8	Macroeconomics 1	spring	full semester	6
9	Organizational Behavior	spring	full semester	6
10	Principles of Accounting	spring	full semester	6

2nd year

#	Course name	Semester	Course type	ECTS
11	Corporate Finance 1	winter	full semester	6
12	EU Economics and Slovenia	winter	full semester	6
13	Operations Management	winter	full semester	6
14	Principles of Marketing	winter	full semester	6
15	Statistical Analysis	winter	full semester	6
16	Entrepreneurship	spring	full semester	6
17	Fundamentals of Financial and Management Accounting	spring	full semester	6
18	Human Resource Management	spring	full semester	6
19	Taxes and Corporations	spring	full semester	6

3rd year

#	Course name	Semester	Course type	ECTS
20	Business Environment	winter	full semester	6
21	Consumer Behavior	winter	full semester	6
22	Global Economy	winter	full semester	6
23	Introduction to Tourism	winter	full semester	6
24	Marketing Channels	winter	full semester	6
25	Marketing Communications	winter	full semester	6
26	Principles of Consumer Behavior	winter	full semester	6
27	Strategic Management 1	winter	full semester	6
28	Sustainable International Marketing	winter	module	6
29	Tourism Management	winter	module	6
30	Electronic Business	spring	full semester	6
31	Global Business Communication	spring	full semester	6
32	Global Finance	spring	full semester	6

#	Course name	Semester	Course type	ECTS
33	International Business	spring	full semester	6
34	International Business and Management	spring	module	6
35	Marketing Planning	spring	module	6
36	Marketing Research	spring	full semester	6
37	Services Marketing	spring	module	6
38	Sustainable Tourism	spring	full semester	6
39	Tourism Product Development	spring	module	6

Elective courses (taught in 2nd & 3rd year)

#	Course name	Semester	Course type	ECTS
40	Analysis of Globalisation and Deglobalisation Processes	winter	full semester	6
41	Business Communication	winter	module	6
42	Globalization and International Trade	winter	full semester	6
43	Health Economics 1	winter	module	6
44	History of Economic Thought	winter	full semester	6
45	How to do Business with China	spring	module	6
46	Programming	winter	full semester	6
47	Societal Marketing	winter	module	6
48	Socio-Economic Development and Contemporary Slovenia	w & s	full semester	6
49	International Business in Times of Crisis and Change	TBD	module	6
50	Hotel Management	spring	module	6
51	International Business Law	spring	module	6
52	Introduction to Machine Learning in Economics	spring	module	6
53	Selling: Principles and Methods	spring	module	6
54	Use of Generative Artificial Intelligence in Business	spring	module	6
40	Analysis of Globalisation and Deglobalisation Processes	winter	full semester	6

LANGUAGE COURSES

Language courses are offered to all exchange students - both Bachelor's and Master's level - in both semesters. Please note that SEB language courses are not designed for beginners. They focus on business and economics topics and therefore require a certain level of prior language knowledge.

#	Course name	Semester	Course type	ECTS
1	English for Business and Economics	w & s	full semester	6
2	French for Business and Economics	w & s	full semester	6
3	German for Business and Economics	w & s	full semester	6
4	Italian for Business and Economics	w & s	full semester	6

MASTER COURSES

1st year

#	Course name	Semester	Course type	ECTS
1	Accounting Information for Decision-Making	winter	full semester	7
2	Advanced Macroeconomics	winter	full semester	7
3	Business Logistics Management	winter	full semester	7
4	Business Process Management	winter	full semester	7
5	Data Mining	winter	full semester	7
6	Financial Accounting 2	winter	full semester	7
7	International Business Environment	winter	module	7
8	Managerial Economics	winter	full semester	7

#	Course name	Semester	Course type	ECTS
9	Microeconomics 3	winter	full semester	7
10	Optimization Methods in Economics	winter	full semester	7
11	Organization and Management	winter	full semester	7
12	Quantitative Methods in Finance	winter	full semester	7
13	Research Methods and Techniques	winter	full semester	7
14	Strategic Marketing Management	winter	full semester	7
15	Sustainomics in Tourism	winter	module	7
16	Business Intelligence and Analytics	spring	full semester	7
17	Data-Driven Trade Analysis	spring	full semester	7
18	Destination Management and Marketing	spring	module	7
19	Digital Business	spring	full semester	7
20	Economic Policies of the EU	spring	full semester	7
21	Financial Institutions Management 2	spring	full semester	7
22	Integrated Marketing Communications	spring	module	7
23	Law of Business Finances	spring	full semester	7
24	Marketing and Sales Across Cultures	spring	module	7
25	Modern Political Economy	spring	full semester	7
26	Public Finance 2	spring	module	7
27	Sales and Business Marketing Management	spring	full semester	7
28	Strategic Firm Behaviour, Competition Policy and Regulation	spring	full semester	7
29	Strategic Management 2	spring	full semester	7
30	Supply Chain Digitalization	spring	full semester	7
31	Supply Chain Management	spring	full semester	7
32	Sustainable Marketing on Regional Markets	spring	module	7
33	Tourism Business Management	spring	module	7
34	Transnational Management	spring	module	7

2nd year

#	Course name	Semester	Course type	ECTS
35	Analysis for Marketing Decisions	winter	full semester	7
36	Applied Economics with Machine Learning	winter	full semester	7
37	Brand Management	winter	full semester	7
38	Consumer Behaviour in Global Environment	winter	module	7
39	Developing Software Solutions	winter	module	7
40	Digital Innovation	winter	module	7
41	Economics of Knowledge, Technology and Growth	winter	full semester	7
42	Information Systems Management	winter	full semester	7
43	Internal Logistics	winter	module	7
44	International Business Logistics	winter	module	7
45	International Business, Societies and Cultures	winter	full semester	7
46	International Competitiveness: Concepts and Analytical Approaches	winter	module	7
47	International Finance 2	winter	module	7
48	Logistic Optimization	winter	full semester	7
49	New Product Development	winter	module	7
50	Pricing Strategies	winter	module	7
51	Purchasing Management	winter	module	7
52	Risk Management in International Business	winter	module	7
53	Service Design and Innovations in Tourism	winter	full semester	7
54	Tourism Economics and Tourism Policy	winter	module	7
55	Tourism Marketing	winter	module	7

Elective courses

#	Course name	Semester	Course type	ECTS
56	Building Leadership Capacity	winter	module	7
57	Effective Work-Life Integration	winter	module	7
58	Teams and Teamwork in Organizations	winter	module	7
59	Artificial Intelligence with Deep Learning	spring	module	7
60	Business Communication for Managers	spring	module	7
61	Business With Central Asia: Key Issues and Topics	spring	module	7
62	Corporate Social Responsibility	spring	module	7
63	Corruption and Development	spring	module	7
64	Customer Experience Management	spring	module	7
65	Digital Marketing	spring	module	7
66	Economics of Smart Cities and Communities	spring	module	7
67	Geofinance	spring	module	7
68	Globalization and Multinational Firms	spring	module	7
69	International Business and Geopolitical Challenges	spring	module	7
70	International Human Resource Management	spring	module	7
71	Labour Economics 2	spring	module	7
72	Sustainability and Quality in Supply Chains	spring	module	7
73	Tokenization of Money and Finance	spring	module	7
74	Trading in Blue Economy	spring	module	7

BACHELOR COURSES

in WINTER semester

Analysis of Globalisation and Deglobalisation Processes

Course level	BACHELOR				
Course code	195209				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	30	-	15	105
Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si) Črt Kostevc (crt.kostevc@ef.uni-lj.si)				
Prerequisites	Knowledge in micro and macro-economics. In order to take the written exam, the students will have to hand in both their take-home assignments as well as a longer written assignment on a chosen topic.				
Course objectives and competences	- Comprehend the basic characteristics of international trade. - Become familiar with the tools of analysis of international trade. - Understand the reasons behind the formation of international trade. - Realize the benefits of international trade. - Analyze the current trends in globalization. - Analyze the costs and benefits of economic.				
Intended learning outcomes	Basic understanding of the characteristics of world trade and the analytic tools used in addressing the issues involved with world trade. Understanding the reasons for trade, its benefits, costs and empirical regularities associated with it. The students will be able to apply the knowledge acquired to evaluate the benefits of international trade and economic.				
Content (*Syllabus outline*)	1. Reasons for international trade 2. Gains from free trade in the classic theory of international trade 3. Gains from free trade in the neo-classic theory of international trade 4. Gains from free trade in "new trade theories" 5. Economic arguments for departing from free trade 6. Patterns of trade liberalisation, WTO and economic integration 7. Paterns of global world economy				

Business Communication

Course level	BACHELOR				
Course code	195206				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Jana Žnidaršič (jana.znidarsic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- Developing business communication skills, from writing with style to assertiveness in communication. - Developing the basic skills concerning the effective meetings, negotiations and communication in tricky situation in general.				
Intended learning outcomes	Students do understand that communication plays esential role in good business relationships and consequently in good business results. They do understand that the communication proces can be very challenging. Simultaneously, they get familiar with the fact that patience and understanding are essential to creating an open and direct line to ensure achieving business goals successfuly. They get necesary practical knowledge (communication skills) for effective business communication in many senses.				
Content (Syllabus outline)	1. About business communication 1.1. Definition and the role of business communication 1.2. The communication process 1.3. Psychological and social elements of communication 1.4. Verbal and nonverbal communication 2. Communication skills 2.1. Business correspondence 2.2. Listening 2.3. Rhetoric 3. Forms of business communication 3.1. Business meetings 3.2. Meetings, discussions, conferences 3.3. Business negotiations 3.4. Public speaking and presentations 3.5. Internal communication 3.6. Communication related to job search 4. Cross-cultural communication 5. Business Etiquette				

Business Environment

Course level	BACHELOR				
Course code	195195				
ECTS credits	6				
	Lectures 30	Seminar 30	Tutorial -	Other type of learning 15	Individual work 105
Teaching Staff	Mateja Drnovšek (mateja.drnovsek@ef.uni-lj.si) Marko Jaklič (marko.jaklic@ef.uni-lj.si)				
Prerequisites	Partial requirements may be requested to take the exam.				
Course objectives and competences	The aim of the course is to provide a broad perspective of the business environment in an interconnected world and to equip students with knowledge, skills and tools that are needed at different levels of decision making. Overall, the goal of the course is to enhance analytical skills and broaden students' knowledge of the business environment related topics as well as develop students' appreciation and understanding of different stakeholders.				
Intended learning outcomes	Upon completion of this course, the student should be able to: - Understand key concepts related to business environment - Demonstrate how business environment sets the context for value creation - Use tools and frameworks for analysis of business environment - Use insights to tackle business environment challenges				
Content (Syllabus outline)	- Definition of business environment - Macroeconomic environment - Industry environment - Markets and competition environment - Corporate social responsibility and ethics - Stakeholders and stakeholder management - International business environment - Internal environment - Frameworks for analysing business environment - Contemporary themes and burning issues in the business environment				

Consumer Behavior

Course level	BACHELOR				
Course code	195197				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Irena Vida (irena.vida@ef.uni-lj.si) Mateja Kos Koklič (mateja.kos@ef.uni-lj.si)				
Prerequisites	Students are required to have solid knowledge in general marketing obtained in courses like Introduction to Marketing.				
Course objectives and competences	- Develop interdisciplinary knowledge of consumer behavior and an understanding of basic theoretical foundations, concepts and research findings and capabilities to apply them to solving marketing and social problems. Develop competences for teamwork, for analytical, critical and creative thinking in applying theoretical and empirical insights. - Extend the knowledge of Marketing principles and built the foundation for latter studies of marketing strategy. Competence in searching for and using relevant consumer behavior literature in identifying, solving research problems and competence in multimedia communication.				
Intended learning outcomes	Develop a basic knowledge of consumer behavior: basic terms, concepts, laws, theories and models of consumer behavior. Application of theory to practical contexts. Holistic understanding of consumer behavior and its the multiple forms, dimensions and determinants. Understanding of the socio-cultural embeddedness of consumption experiences and the interactions between consumers and market stakeholders that frame them. Understanding the dynamic and complex nature of contemporary consumer culture.				
Content (Syllabus outline)	1. The consumer: key to market success 2. Consumers as individuals 2.1 Perception 2.2 Learning and memory 2.3 Motivation, values and involvement 2.4 Attitudes 2.5 Personality and Self-concept 3. Buyers as decision makers 3.1 Classical Models of Individual Decision Making 3.2 Decision Making Process and New Product Adoption 3.3 Household Decision Making 3.4 Organizational Decision Making 4. External influences in consumer behavior 4.1 consumers and culture 4.2. Social and Economic Determinants: Subcultures and Social Class 4.3 Interpersonal Influences, Reference Groups and Word of Mouth 4.4. Consumer Lifestyles 5. Consumer behavior, marketing and society 5.1. Applications to Profit and not-for Profit Marketing 5.2. Public Policy and Consumer Protection				

Corporate Finance 1

Course level	BACHELOR				
Course code	195165				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	30	15	105
Teaching Staff	Riste Ichev (riste.ichev@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Upgraded first course on the core or fundamentals of Corporate finance.				
Intended learning outcomes	The aim of the course is to acquaint students with the basic theories, fundamental tools, and practical solutions used in business finance. The purpose of the course is to prepare students for making investment and financial decisions as well as decisions related to the management of working capital in the company.				
Content (*Syllabus outline*)	1. Financial indicators and financial analysis 2. Time value of money 3. Valuing bonds 4. Valuing stocks 5. Risk and return 6. Cost of capital 7. Investment decision rules: investment criteria 8. Investment decision rules: capital budgeting 9. Capital structure: equity vs. debt financing 10. Capital structure and payout policy 11. Working capital management				

EU Economics and Slovenia

Course level	BACHELOR				
Course code	195163				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	30	-	15	105
Teaching Staff	Nevenka Hrovatin (nevenka.hrovatin@ef.uni-lj.si) Katja Zajc Kejžar (katja.zajc@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To learn about the processes of international economic cooperation with the emphasis on the specifics of regional economic integrations and the EU as the most advanced economic integration. To understand why countries form economic integrations and what are their effects in the context of globalisation and multilateral liberalisation processes. To understand functioning of the EU, the role of individual member states (especially Slovenia), current dilemmas and possible future developments.				
Intended learning outcomes	Students will get acquainted with the economic history of the EU, its institutional and functional order. Students will also learn the differences among member states and develop critical view on the position of Slovenia in the EU. The course will help students: (i) to understand what is the logic and rationale behind complex integration process in the EU, (ii) to understand what its policy implications for MC are and (iii) to identify business opportunities and implications for the adjustment of firms' competitive strategies.				
Content (Syllabus outline)	1. History and evolution of the EU 2. International trade and the theory of comparative advantages: Absolute and relative comparative advantages 3. The impacts of the international trade on the social welfare and the impacts of import tariffs on the international trade 4. Economic integration and preferential liberalisation 5. Economic integrations around the world: WTO (World Trade Organization) and economic integrations 6. Effects of economic integration (theory and empirical evidence): - Impacts on the market size and scale effects - Impacts on the labour market and migration - Dynamic effects of economic integration: effects on economic growth 7. The EU law and institutions; Principles of the decision making in the EU; Criteria for the EU membership and the Slovenian accession to the EU 8. Economic history of the European Monetary Union (EMU): Snake in the tunnel, ERM-I and ERM-II 9. European monetary union (EMU), Slovenian accession to the EMU 10. Fiscal policy of the EU; Stability and Growth Pact; Challenges of the EU and Slovenian fiscal policy 11. Multiannual financial Framework of the EU; EU budget 12. Current Slovenian and EU economic problems				

Global Economy

Course level	BACHELOR				
Course code	195911				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Katja Zajc Kejžar (katja.zajc@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- To learn and understand both historical changes in global economic system and the key features of contemporary world economic order with the emphasis on the operation of the multilateral economic organizations in relation to the challenges of the recent globalization processes. - To understand the differences in the development level of the nations and to recognize the complexity of several current issues in global economy, e.g. inequalities, global environment protection.				
Intended learning outcomes	Students will get acquainted with both theoretical and practical aspects of the development and rationale of global economic order evolved around multilateral institutional framework and regional integration processes. Students will be able to understand and anticipate implications of nowadays globalization processes at the multilateral, national and business level.				
Content (Syllabus outline)	1. Introduction 2. Globalization: Dilemmas, definitions, economic impacts and modern economic globalization concept 3. Basics of international trade theory and globalization 4. Understanding and appreciation of globalization 5. Future of globalization, pluses and minuses of globalization 6. Institutional framework of globalization, UN, other multilateral organizations and economic integrations 7. Global patterns of inequality, poverty, and economic development levels: - Division of states into development groups - Changes after the WW II - Globalization impacts 8. Multilateral trade liberalization and economic globalization; differences of position among groups of nations, UNCTAD and global trade - Specific of least developed countries, terms of trade, emerging market economies and global impacts, BRICS, WTO and problems of multilateral trade liberalization after 2000 9. Economic globalization specifics; data, positive and negative views 10. Globalization of international flows; goods, services, capital - FDIs and globalization, attitudes towards and regulation of FDIs - International financial markets 11. Globalization and labour markets - Labour mobility on global scale - Migration and labour market flexibility 12. Economic globalization and development gaps - UN Strategy ZN against poverty and sustainable global development 13. Overview of potential national development strategy models - Strategic development models and globalization - Economic integration model and globalization 14. Slovenia in the global economy - globalization challenges 15. Globalization challenges for small economies: production restructuring and reallocation, innovation and inactivity based competitiveness 16. Slovenia as the EU member: Advantages and disadvantages in globalized world 17. Globalization and financial and economic crisis after 2008 18. Specifics of globalization in the EU; debt crises, Eurozone specifics.				

Globalisation and International Trade

Course level	BACHELOR				
Course code	195188				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Črt Kostevc (crt.kostevc@ef.uni-lj.si) Jože Damijan (joze.damijan@ef.uni-lj.si)				
Prerequisites	Students are required to have solid knowledge in Microeconomics 1, Macroeconomics 1 and International Trade. Proficiency in English language is essential.				
Course objectives and competences	Students will learn open thinking and discussion of economic and social implications of globalisation. Students will understand the advantages that come from increased trade, FDI and IT revolution and openly discuss the more controversial social implications of it. In addition, they will be able to contribute by individual thoughts on how we can make globalisation work better.				
Intended learning outcomes	Globalisation is fundamentally changing the world as we know it. In this course we will look at why and how it happened, what are the economic contours of globalisation, what are the economic and social implications of it – from the advantages that come from increased trade, FDI and IT revolution to some of the more controversial implications and how can we make globalisation work better.				
Content (Syllabus outline)	1. Definitions of globalization, patterns, major issues 2. Evolution of the global economy 3. Globalization patterns I: Trade 4. Globalization patterns II: FDI and TNCs 5. Globalization patterns III: Outsourcing 6. The World is flat - Globalization and services 7. Globalization and Inequality/Poverty, Convergence, Growth 8. Social implications of Globalization I: Women, Child labor & Labor standards 9. Social implications of Globalization II: Culture, Democracy, Corporations & Environment 10. Globalization: Good or Bad? How to make it work better?				

Health Economics 1

Course level	BACHELOR				
Course code	195908				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Petra Došenović Bonča (petra.d.bonca@ef.uni-lj.si)				
Prerequisites	Knowledge of basic concepts in the field of microeconomics is recommended.				
Course objectives and competences	To develop the understanding of the role of health care in national economies and the understanding of challenges facing health care. To develop the ability to collect and interpret data from national and international literature and other sources of information to compare health care systems. To develop the ability to communicate findings and views (orally and in written form) and the ability to work in cross-cultural teams.				
Intended learning outcomes	- To understand the role of health care in national economies and the concept of the economic burden of disease. - To recognize the relevance of economics to health and medical care and apply economic reasoning to better understand health-related issues. - To get to know the stakeholders of the health care system and to understand the linkages between comprising elements of health care systems. - To demonstrate an expanded understanding of healthcare systems in a global perspective and the main differences between the different healthcare system around the world, to understand the challenges of maintaining financial sustainability in health care and to understand the role of innovation in health care and the challenges of decision-making about their economic evaluation.				
Content (Syllabus outline)	1. Introduction 1.1. Why Health Economics? 1.2. An Overview of the Health Care Sector 1.3. Valuation of Health-Related Quality of Life 2. The Demand Side 2.1. The Demand for Health Care 2.2. Imperfect Information: Supplier-Induced Demand 2.3. The Demand for Health Insurance 2.4. Moral Hazard and Demand-Side Incentives 3. The Supply Side 3.1. The Production of Health 3.2. The Transformation of Health Care to Health 3.3. Costs in Health Care 3.4. Supply-Side Incentives and Cost Sharing 3.5. The Supply of Health Insurance 4. Organisation 4.1. Asymmetric Information and Agency in Health Care 4.2. Non-profit Organisations 4.3. The Organisation of Primary Care Provision: An Introduction 4.4. The Organisation of Hospitals: An Introduction 5. The Health Care Market 5.1. Monopolistic Competition in Health Care 5.2. Payment Schemes in Health Care 5.3. The Organisation of Health Insurance Markets 5.4. The Labour Market in Health Care and Medical Education 6. Efficiency 6.1. Pareto Efficiency Conditions in Health Care - Externalities and Public Goods 6.2. Cost Efficiency 6.3. Cost-Benefit Analysis 6.4. Other Tools of Economic Evaluation in Health Care 7. The Role of Government in Health Care 7.1. Equality, Efficiency and Need 7.2. Regulation and Government Intervention in Health Care 7.3. Comparative Health Care Systems				

History of Economic Thought

Course level	BACHELOR				
Course code	195215				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	15	15	15	105
Teaching Staff	Andrej Sušjan (andrej.susjan@ef.uni-lj.si)				
Prerequisites	Foundations of microeconomics and macroeconomics.				
Course objectives and competences	The objective of the course is to present the main stages in the development of economic theory, and to emphasize the relevant methodological, analytical and policy aspects of various schools in the history of economic thought. To develop the ability of critical comparative analysis of different approaches and paradigms in the evolution of economic theory.				
Intended learning outcomes	Knowledge of the paradigmatic differences between classical and neoclassical economics; understanding the relation between modern economic schools and the past development of economic theory.				
Content (Syllabus outline)	1. Methodological aspects of the history of economic thought 2. The beginnings of economic thought - Ancient world and the Middle Ages 3. Mercantilism 4. Early classical authors 5. Classical political economy 6. Socialist economic thought 7. Marginalist revolution and the rise of neoclassical economics 8. Institutionalism 9. Theories of the business cycle 10. Keynesian revolution in economic theory 11. Theories of imperfect competition 12. Neoclassical synthesis 13. Monetarism and the theory of rational expectations 14. New Keynesian and Post-Keynesian economics 15. New neoclassical synthesis				

International Business in Times of Crisis and Change

Course level	BACHELOR				
Course code	195172				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	24	-	5	115
Teaching Staff	Anastas Vangeli (anastas.vangeli@ef.uni-lj.si) Maja Zalaznik (marja.zalaznik@ef.uni-lj.si)				
Prerequisites	Students are expected to possess a basic awareness of contemporary global developments and to engage actively in discussions and decision-making exercises.				
Course objectives and competences	This course is aimed at students seeking to understand how international business operates in conditions of instability, where disruptions are not exceptional but constitutive of the global environment. It approaches crises not only as events to be managed, but as processes that reshape markets, organizations, and decision-making. Through a combination of conceptual grounding and applied analysis, the course equips students to interpret unfolding developments and to act within settings where information is incomplete, outcomes uncertain, and stakes high. Objectives: - To develop an understanding of crisis, uncertainty, and change as structural conditions of international business - To examine historical, philosophical, and contemporary perspectives on crises and their implications for global markets - To analyse how geopolitical, technological, financial, and environmental disruptions affect firms and industries - To explore organizational and managerial responses to crisis situations - To foster the ability to evaluate strategic options under conditions of incomplete information and uncertainty Competences: - Ability to identify and interpret different types of crises affecting international business - Ability to analyse the impact of global disruptions on firms, industries, and value chains - Ability to apply conceptual frameworks to real-world business situations under uncertainty - Ability to formulate and justify strategic decisions in complex and unstable environments - Ability to critically reflect on the role of individuals and organizations in times of crisis and change				
Intended learning outcomes	Upon successful completion of the course, students will be able to: - Distinguish between different forms of crisis, uncertainty, and disruption in international business contexts - Understand how historical and contemporary crises shape global markets, firms, and value chains - Apply relevant conceptual frameworks to analyse business situations under conditions of instability - Evaluate strategic options available to firms facing geopolitical, technological, financial, or environmental disruptions - Formulate and justify decisions in contexts characterized by incomplete information and uncertainty - Reflect critically on the role of organizations and individuals in navigating crisis and change				
Content (*Syllabus outline*)	1. Core Concepts: Uncertainty, Crisis, Change 2. Western and Eastern Philosophies of Crisis and Change 3. Historical Crises and Economic Transformation; Globalization and Financial Crises 4. Geopolitics, Conflict and International Business 5. Technological Disruption 6. Climate, Resources and Extraction 7. Systemic Shocks and Supply Chains 8. Uncertainty in Practice: Fat Tails, Black Swans and Grey Rhinos 9. Crisis Management: Social and Organizational Perspectives 10. International Business Decision-Making Under Pressure 11. Scenarios, Foresight and Strategic Adaptation 12. Wellbeing, Agency and Resilience in Times of Crisis and Change				

Learning and teaching methods	- Interactive lectures combining conceptual input with real-time discussion - Inverted classroom (pre-class materials, in-class application and debate) - Case-based analysis and problem-oriented tasks requiring active participation - Group work focused on collaborative decision-making - Asynchronous seminar activities for continued interactive and reflexive engagement - Creative expression modules (e.g. short videos, visual or narrative assignments) - Lectures (36 ur) take place in the lecture hall (36 hours) - Seminars (24 hours) are delivered through asynchronous two-way online teaching
Assessment	Final written exam - Assessment of individual understanding of key concepts and the ability to apply them analytically in an international business context.
Readings	Core readings: - Tulder, R. V., Verbeke, A., Piscitello, L., & Puck, J. (Eds.) (with Jones, P. G.). (2022). International Business in Times of Crisis. Emerald Publishing Limited. - Kay, J. A., & King, M. A. (2020). Radical uncertainty: Decision-making beyond the numbers. W. W. Norton & Company. - Mithani, M. A., Narula, R., Surdu, I., & Verbeke, A. (Eds.). (2022). Crises and Disruptions in International Business: How Multinational Enterprises Respond to Crises. Springer International Publishing AG. Further readings: - Blyth, M. (2010). Ideas, Uncertainty, and Evolution. In D. Béland & R. H. Cox (Eds.), Ideas and Politics in Social Science Research (p. 0). Oxford University Press. - Conway, E. (2023). Material World: The Six Raw Materials That Shape Modern Civilization. Knopf. - Coombs, W. T., & Laufer, D. (2018). Global Crisis Management – Current Research and Future Directions. Journal of International Management, 24(3), 199–203. - Darling, J. R. (1994). Crisis Management in International Business: Keys to Effective Decision Making. Leadership & Organization Development Journal, 15(8), 3–8. - Farrell, H., & Newman, A. L. (2019). Weaponized Interdependence: How Global Economic Networks Shape State Coercion. International Security, 44(1), 42–79. - Lee, K.-F. (2018). Ai Superpowers: China, Silicon Valley, and the New World Order. Harper Business. - Puett, M., & Gross-Loh, C. (2016). The Path: What Chinese Philosophers Can Teach Us About the Good Life. Simon & Schuster. - Taleb, N. N. (2007). The black swan: The impact of the highly improbable. Random house. - Taleb, N. N. (2014). Antifragile: Things That Gain from Disorder. Random House. - Tooze, A. (2019). Crashed: How a Decade of Financial Crises Changed the World. Penguin Publishing Group.

Introduction to Business

Course level	BACHELOR				
Course code	195172				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	-	30	-	105
Teaching Staff	Metka Tekavčič (metka.tekavcic@ef.uni-lj.si) Darja Peljhan (darja.peljhan@ef.uni-lj.si) Mojca Marc (mojca.marc@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To introduce students to basic categories in business. To develop knowledge that enables faster and better understanding of specific business courses in further study years. To develop understanding of the nature and problems of business processes in companies and other organizations.				
Intended learning outcomes	Understanding concepts, rules, structures, processes, and relationships in business economics. Knowing methods used in business practice.				
Content (Syllabus outline)	1. Introduction: Companies and other organizations 2. Business process, phases and resources in the business process 3. Assets and liabilities in an organization 4. Theoretical aspects of production ant their relation to business practice in companies and other organizations 5. Costs and their different classifications 5.1. Cost behavior and related concepts: fixed costs, variable costs, marginal costs, cost elasticity, break-even point, optimal quantity of production 5.2. Relationship between the theory of production and the theory of costs 5.3. Amortization and depreciation, labor cost, cost of material, cost of services 5.4. Product costing and related concepts: cost centers, direct and indirect costs, costing methods 6. Pricing in organizations 7. Performance of organizations 7.1. Revenues and expenses 7.2. Profit and loss 7.3. Productivity, efficiency, profitability 7.4. Differences in performance measurement between companies and other organizations 8. Investments 8.1. Types of investments 8.2. Investment valuation methods				

Introduction to Tourism

Course level	BACHELOR
Course code	195207
ECTS credits	6 Lectures 30 / Seminar 15 / Tutorial 15 / Other type of learning 15 / Individual work 105
Teaching Staff	Mihalič Tanja (tanja.mihalic@ef.uni-lj.si)
Prerequisites	-
Course objectives and competences	-To get to know the scientific definition of tourism. -To learn about the basic terminology in tourism. -To learn about the factors of tourism development. -To learn about the structure and functioning of tourism market. -To learn about the importance of tourism in the world, the EU and national economies. -To learn about the basic economic functions of tourism. -To learn about the basic tourism policy and tourism organization. -To learn about the tourism in Slovenia.
Intended learning outcomes	Students will get acquainted with the basic terminology and literature from the field of tourism industry. They will get to know and understand the touristic offer, demand and the operation of the tourism market, the basics of tourism policy and the organization of tourism. Theoretically founded knowledge and relations will be applied to specific cases in practice. The usefulness of knowledge is also reflected through studies of practical cases and through cooperation with the private and public sector. With their own application of the gained knowledge and the method of transfer of good practices onto the selected fields, companies and agents, students will be able to reflect on their gained knowledge and experiences. During the implementation of the course the students will acquire, develop and strengthen specific skills: use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of teaching tools, mostly electronic; use of different procedures and skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.
Content (***Syllabus outline***)	1. Introduction 2. Scientific definition of tourism 3. Basic terminology in tourism 4. Factors effecting tourism development 5. Tourism market: demand, supply, prices and elasticity of tourist demand 6. Tourism economy: its structure and development 7. Tourism statistics 8. Tourism development: worldwide, EU and in Slovenia 9. Economic importance of tourism 10. Basic issues of tourism policy and tourism organization structure 11. Case studies

Management

Course level	BACHELOR				
Course code	195157				
ECTS credits	6				
	Lectures 45	Seminar 15	Tutorial 15	Other type of learning -	Individual work 105
Teaching Staff	Vlado Dimovski (vlado.dimovski@ef.uni-lj.si) Sandra Penger (sandra.penger@ef.uni-lj.si) Judita Peterlin (judita.peterlin@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	This course is designed to familiarize the student with the basic functions of management (planning, organizing, leading, controlling). Additional selected topics of interest to managers will also be examined. The purpose of this course is to understand the theory and process of management as applied to a variety of settings within organizations and with relation to the environment of the 21st century. Management entails the coordination of tasks for the achievement of set objectives and is defined as the creative solving of problems, which occur in the planning, organizing, leading and controlling of resources.				
Intended learning outcomes	The course is designed to cover four fundamental managerial functions covering planning, organizing, leadership and controlling issues of modern learning organization. A basic premise of this course is that while analytical skills and tools are necessary for managers to take decisions in complex, and uncertain situations, a broad spectrum of other managerial skills is needed to get these decisions accepted, implemented and controlled.				
Content (Syllabus outline)	1. Fundamentals of management 2. Planning function 3. Organizing function 4. Leading function 5. Controlling function 6. Case studies of organizations in practice 7. Role-modelling and trends recognition and trend-setting in contemporary management practice				

Marketing Channels

Course level	BACHELOR				
Course code	195901				
ECTS credits	6				
	Lectures 36	Seminar -	Tutorial -	Other type of learning 39	Individual work 105
Teaching Staff	Tanja Dmitrović (tanja.dmitrovic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The student will understand the elements of market channel operations and management. The student will learn the methods and techniques which enable recognizing and satisfying the needs of the customers regarding service outputs. The student will understand relationships between channel members. The student will be able to conduct marketing research for the purpose of channel planning, organizing and managing.				
Intended learning outcomes	The student will gain insight into types of relationships between marketing channel members. He/she will understand channel management strategies and methods for recognizing and understanding customer needs regarding channel service outputs. The student will get acquainted with analytical methods and techniques for segmentation and channel performance which will enable him/her to evaluate the efficiency and effectiveness of the existing channel structure and design optimal channel structure. Through project work, homework assignments, and case study analyses, the student will be able to critically evaluate the applicability of theoretical framework to business practices of various Slovenian companies. Through the guest speaker presentations, he/she will get familiar with business strategies employed by these companies in international markets. He/she will be able to apply the knowledge and skills gained at the core courses and/or methodology courses to the area of marketing channel management. Business project and other assignments are based on team work. The teams are expected to collect relevant data (using various marketing research techniques), analyze the data (using appropriate methods and techniques) and suggest business strategies. Through the coursework, the students get acquainted with the actual business problems/situations and develop critical thinking and analytical abilities and skills. He/she also develops the writing and presentational skills.				
Content (Syllabus outline)	1. Channel design 2. Segmentation for marketing channel design: service outputs 3. Supply-side channel analysis 4. Gap analysis 5. Channel power 6. Channel conflicts and coordination 7. Channel implementation 8. Retailing, E-channels and franchising 9. Wholesaling, logistics and supply chain management 10. Vertical integration and strategic alliances 11. Legal constraints on marketing channel policies				

Marketing Communications

Course level	BACHELOR				
Course code	195198				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Vesna Žabkar (vesna.zabkar@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To provide the basic skills needed to manage and implement marketing communication to advertisers, brand managers and account managers in advertising agencies. Develop ability to plan and design integrated marketing communication strategies and assessing the effectiveness / efficiency of their implementation. Conduct the students through the preparation of an integrated marketing-communications plan.				
Intended learning outcomes	Students gain an understanding of integrated marketing communication process and learn about the elements of a communication network. The student is expected to know and understand the basic concepts in the field of advertising, sales promotion, public relations, personal selling, marketing communications at inter-organizational and international markets and assessing the effectiveness and efficiency of marketing communications. Student learns to prepare integrated marketing communications plan for a specific brand. In this context, an analysis of the situation, analysis of the target audience, setting of communication objectives, formulation of ideas, plans for implementation of various marketing communication tools, and assessment of effectiveness / efficiency of communications take place. Student is capable of based on an understanding of theory and experience with the preparation of integrated marketing communications plan to critically evaluate consistency between the theoretical principles and practical activities. Application of domestic and foreign literature, collecting and interpreting data, working in teams and reporting (oral and written).				
Content (Syllabus outline)	1. Introduction to marketing communications 2. Marketing communications process and how communication works 3. Marketing communications planning (TG, objectives, budgets) 4. Creative strategies and creativity 5. Media strategies and media plannig 6. Digital media 7. Public relations and corporate communications 8. Sales promotions (brand activation) 9. Advertising effectiveness 10. Marketing communication regulation, self-regulation and ethics 11. Presentation of projects				

Mathematics for Business and Economics

Course level	BACHELOR				
Course code	195154				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	15	15	-	105
Teaching Staff	Damjana Kokol Bukovšek (damjana.kokol.bukovsek@ef.uni-lj.si) Liljana Ferbar Tratar (liljana.ferbar@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To develop logical thinking. To give to the student the basic mathematical notions, needed to discuss economic and business problems from the quantitative point of view.				
Intended learning outcomes	The student gets acquainted with the basics of mathematical analysis and algebra, necessary for the use and development of quantitative methods in business and economics. He or she gets to know the significance of mathematical formulation and of a mathematical model of an economic problem. The student will be capable of following economic literature of a moderate level of difficulty.				
Content (Syllabus outline)	1. Functions of one variable 1.1. Function, function composition, inverse function 1.2. Linear function 1.3. Polynomials, rational functions 1.4. Exponential function, logarithm 1.5. Continuity and limit 2. Derivative and applications 2.1. Derivative and differential 2.2. Taylor's series 2.3. Analysis of a function 2.4. Applications in economics 3. Functions of two variables 3.1. Partial derivatives and differential 3.2. Unconstrained extrema 4. Indefinite and definite integral 5. Mathematics of finance 6. Linear algebra 6.1. Matrices 6.2. Determinants 6.3. Systems of linear equations 6.4. Input-output models 7. Probability calculus 7.1. Combinatorics 7.2. Event algebra 7.3. Probability, conditional probability 7.3. Bernoulli trials sequence 7.5. Discrete random variables 7.6. Continuous random variables 7.7. Moments				

Microeconomics 1

Course level	BACHELOR				
Course code	195155				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	-	30	-	105
Teaching Staff	Polona Domadenik (polona.domadenik@ef.uni-lj.si) Matjaž Koman (matjaz.koman@ef.uni-lj.si) Tjaša Redek (tjasa.redek@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The course acquaints students with basic economic problems and ways of solving them. The course presents in detail the theory of demand, production and costs, the operation of the market mechanism and the theory of distribution. The course gives the student a basic analytic and categorical apparatus needed for this and subsequent economic subjects. The course provides also the institutional framework and presents organizational and ownership forms of enterprises and the environment in which businesses operate and is influenced by state regulation.				
Intended learning outcomes	Students will get equipped with the basic microeconomic laws. They will be able to apply supply and demand mechanisms to study real word problems. They will gain understanding in the laws of consumer behavior and the theory of production and costs. On this basis, the student will be able to understand the behavior of firms and individuals in different market structures (output and factors markets) and how these markets are interconnected. Acquired knowledge will be used by the students in further economics and business subjects. Practical examples that constitute an important part of the course and allow students to implement theoretical concepts in real world applications, will be studied in seminar sessions. Based on acquired knowledge the student will be able to understand and analyze the current developments in the economy and analyze the economic policy measures. Designed methodological work within the course (especially in seminar and exercise sessions) will teach students how to analyze economic problems with the help of basic mathematical skills. Students will develop the skills and competences of identifying the problem, analyzing and interpreting the results. In the fulfillment of the set tasks and obligations of the student develops the skills of analytic thinking and creative team work.				
Content (Syllabus outline)	1. Introduction 2. Theory of demand and supply 3. The theory of individual behavior 4. Individual and market demand 5. Production 6. Costs 7. Perfect competition 8. The firm in the economic theory 9. Monopoly 10. Monopolistically competitive markets, oligopoly and cartel 11. Labor markets 12. Capital markets and land markets				

Operations Management

Course level	BACHELOR				
Course code	195164				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	30	15	105
Teaching Staff	Borut Rusjan (borut.rusjan@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To acquaint students with the role of operations business function for efficient and effective performance of an organization. Students will gain an insight into the management of operations process as a transformational process and into the strategic role of operations. To present basic decisions within operations business function and to give an overview of methods, approaches, techniques and concepts used for effective organizing, planning and control of operations and assure their understanding.				
Intended learning outcomes	Student acquires knowledge about basic decisions that have to be taken in order to effectively manage operations. Student understands concepts, approaches, methods, and techniques which enable decision making about operations. Student is trained to identify basic problems within operations and to develop alternative solutions to these problems. Based on understanding of the strategic role of operations, a student can contribute to competitiveness of an organization. Student acquires skills related to use of domestic and foreign literature and skills related to use of the procedure of process analysis, capacity planning and inventory management.				
Content (Syllabus outline)	1. Introduction to operations management 2. Strategic role of operations 3. Layout of facilities 4. Operations planning and control system 5. Forecasting 6. Facilities decisions 7. Aggregate planning 8. Master production scheduling 9. Independent demand inventory 10. Materials requirements planning 11. Shop floor scheduling and control 12. Managing quality				

Principles of Consumer Behavior

Course level	BACHELOR				
Course code	195915				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Irena Vida (irena.vida@ef.uni-lj.si) Mateja Kos Koklič (mateja.kos@ef.uni-lj.si)				
Prerequisites	Students are required to have solid knowledge in general marketing obtained in courses like Introduction to Marketing.				
Course objectives and competences	- Develop interdisciplinary knowledge of consumer behavior from the vantage point of marketing organizations and end consumers. - Obtain an understanding of basic theoretical terminology and concepts as well as research insights for solving marketing challenges in dynamic business environments. - Develop competence for team work, analytical, critical and creative thinking in applying theoretical and empirical insights for the purpose of business decision-making. - Upgrade the knowledge gained from the Principles of marketing course and prepare the students for future study of strategic marketing.				
Intended learning outcomes	Gaining knowledge and understanding of consumer behavior. New knowledge pertains to the understanding of basic terms and concepts, theories and models of consumer behavior with the emphasis on understanding consumer decision-making and its determinants. Practical application of theoretical insights helps breach the gap between knowledge of consumer behavior and formulation of marketing strategy. Searching to establish the connection to praxis via homework assignments and projects, so as to gain a comprehensive understanding of consumer behavior and its determinants.				
Content (Syllabus outline)	1. The consumer: key to market success 2. Consumers as individuals 2.1 Perception 2.2 Learning and memory 2.3 Motivation, values and involvement 2.4 Attitudes 2.5 Personality and Self-concept 3. Buyers as decision makers 3.1 Classical Models of Individual Decision Making 3.2 Decision Making Process and New Product Adoption 3.3 Household Decision Making 3.4 Organizational Decision Making 4. External influences in consumer behavior 4.1 consumers and culture 4.2. Social and Economic Determinants: Subcultures and Social Class 4.3 Interpersonal Influences, Reference Groups and Word of Mouth 4.4. Consumer Lifestyles 5. Consumer behavior, marketing and society 5.1. Applications to Profit and not for Profit Marketing 5.2. Public Policy and Consumer Protection				

Principles of Marketing

Course level	BACHELOR				
Course code	195167				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	15	15	15	105
Teaching Staff	Maja Konečnik Ruzzier (maja.konecnik@ef.uni-lj.si) Tomaž Kolar (tomaz.kolar@ef.uni-lj.si) Barbara Culiberg (barbara.culiberg@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To develop basic knowledge about marketing as a business concept and as an activity in the company. To impart the feeling what is a market-oriented company which aims to fulfil customer expectations better than the competitors. To develop competences for integration of marketing elements into a harmonious integrity. To impart to students the need for careful monitoring of competitive business environment and for own positive attitude toward changes. To accustom students to a team work and to the application of the acquired knowledge for concrete problem solving.				
Intended learning outcomes	A student acquires basic knowledge about marketing as a business concept and as an activity in the company so that she/he can thoroughly understand, integrate, evaluate, and use them in practice. The application of knowledge acquired based on theory and practical examples for a definition and analysis of critical phenomena in the field of marketing in the company. Based on the acquired knowledge, a student will be able to integrate marketing elements into a harmonious integrity. The knowledge, acquired with the course study, enables the student not only to understand the key extensiveness and questions regarding the development and planning of marketing in the company, but also to critically assess theoretical contributions and practice of marketing in Slovenia and abroad. A student will develop skills for analytical thinking and for problem identification and solving based on case studies, she/he will become familiar (oral and written) about her/his findings and decisions; she/he will develop capabilities for an efficient team work.				
Content (Syllabus outline)	1. Marketing in the modern firm and main marketing concepts 2. Customer value, satisfaction and loyalty 3. Strategic marketing process and plan 4. Challenges and adaptations of marketing in the 21st century 5. The marketing environment 6. The marketing research 7. Forecasting and measuring demand 8. Consumer behavior 9. Target marketing - segmentation, targeting and positioning 10. Product, service and other entities 11. Product/entity life cycle and development of new products/entities 12. Brands 13. Price 14. Marketing channels 15. Marketing communications: advertising, sales promotion, public relations 16. Marketing communications: personal selling, direct marketing, word of mouth marketing, interactive marketing				

Programming

Course level	BACHELOR				
Course code	195905				
ECTS credits	6				
	Lectures 36	Seminar -	Tutorial 24	Other type of learning 5	Individual work 115
Teaching Staff	Luka Tomat (luka.tomat@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Objectives: - Students will understand the basics of programming and the concepts of object-oriented programming. - Students will learn the syntax and understand the structure of the code. - Students will be trained to independently use the Python programming language in different contexts, - Students will be able to develop and test simple programs and user interfaces in an integrated development environment (IDE) and in a web environment. - Students will learn the basics of data analytics in Python - Students will be able to use data analysis tools and libraries in Python to solve practical problems. Students will acquire the following competencies: - Ability to develop, test and maintain program code in Python. - Ability to analyze and interpret data. - Ability to think critically and solve problems independently using the Python programming language				
Intended learning outcomes	In this course students learn about the basic concepts of programming using programming language Python. Students learn how to develop simple programs using integrated development environment (IDE) and in web environment. In addition, students are going to develop some simple software applications. Students will also get familiar with the basics of data analytics with Python. Within the course, students will learn the concepts of programming from both a theoretical and a practical perspective.				
Content (Syllabus outline)	1. Programming language Python 2. Variables 3. Decisions 4. Lists 5. Loops 6. Functions 7. Data types 8. Data ananlytics basics (EDA, data wrangling, formatting...) 9. Tools for data analysis 10. Libraries for data analysis				

Societal Marketing

Course level	BACHELOR				
Course code	195161				
ECTS credits	6				
	Lectures 36	Seminar 24	Tutorial -	Other type of learning 15	Individual work 105
Teaching Staff	Barbara Culiberg (barbara.culiberg@ef.uni-lj.si)				
Prerequisites	Basic knowledge of marketing.				
Course objectives and competences	• Developing basic competences necessary for application and adaptation of marketing tools to solving social problems. • Competence of socially responsible thinking and action. • Mastery of three areas of societal marketing: socially responsible marketing, marketing in nonprofit organizations and societal marketing.				
Intended learning outcomes	• Extended knowledge of marketing principles relevant to the intersection of state, market and nonprofit sector. • Understanding the complexities and difficulties in adopting marketing to the social sphere. • Socially critical view of marketing. • Outline and connect socially responsible marketing, marketing in nonprofit organizations and social marketing.				
Content (Syllabus outline)	The course brings together societal marketing topics such as socially responsible marketing, nonprofit marketing and social marketing. The students gain insights into the social role of marketing and acquire know-how related to the use of marketing in solving social problems.				

Socio-Economic Development and Contemporary Slovenia

Course level	BACHELOR				
Course code	195191				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Rok Spruk (rok.spruk@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The course informs the students about the economic and political history of Slovenia and its longrun economic and institutional development in the comparative perspective using data-driven techniques to understand the patterns of long-run development. The acquired knowledge enables the student to understand better the present political, economic position of Slovenia in modern Europe and the rest of the world in a comparative and rigorous perspective. It also offers the historical and contemporary survey of Slovenia's economic growth and both formal and informal institutional framework.				
Intended learning outcomes	The student can use the acquired knowledge for the further study and better understanding of the present political, economic and cultural position of Slovenia in the contemporary Europe. It is the basis for better understanding and analysis of the current developments in Slovenia and its economic and political position in Europe. In the same way, the student can better analyse the historical aspect of the present local, regional, and national business practice.				
Content (Syllabus outline)	1. Comparative case studies in economic history and long-run development 2. The use of comparative case studies to understand the impact of institutional changes on economic development 3. Institutional integration and economic growth 4. The long shadow of history on economic development 5. Democracy and economic growth: friends or foes? 6. Long-term effects of the partition of Trieste after World War 2 7. Two centuries of institutional instability and long-term economic development 8. Institutional collapses, Yugoslav war and Slovenia's economic growth in post-independence period 9. Can good policies overcome weak institutions? 10. Is culture more important than institutions for long-term economic development? 11. Why is Slovenia not as rich as Switzerland and Australia?				

Statistical Analysis

Course level	BACHELOR				
Course code	195166				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	15	15	-	105
Teaching Staff	Marko Pahor (marko.pahor@ef.uni-lj.si) Jože Rovan (joze.rovan@ef.uni-lj.si) Simona Korenjak Černe (simona.cerne@ef.uni-lj.si)				
Prerequisites	Knowledge of basic statistics (organizing data, descriptive measures, basic probability).				
Course objectives and competences	Upgrade basic statistical knowledge and develop skills and ability for inference statistical approaches (confidence intervals, hypothesis tests, ANOVA, regression and correlation analysis, introduction to time series analysis). Develop skills and ability to prepare data, select proper quantitative statistical method and interpret the results for analyzing economic and business problems. Develop the ability of critical thinking based on obtained results of the statistical tests.				
Intended learning outcomes	•Become familiar with and upgrade basic statistical methods. •Obtain basic knowledge about sampling, parameter estimation and analysis of relationship between variables. •Develop skills and ability to use statistical analysis software. •Develop the ability of critical thinking and evidence-based inference.				
Content (Syllabus outline)	- Statistical terminology and basic descriptive statistics - Probability distributions: basic concepts, normal distribution, standardized normal distribution - Sampling (simple random sampling): random unit selection, sample estimate, estimator, distribution of sample estimates - Confidence intervals - Different types of sampling methods - Hypotheses testing: null and alternative hypothesis, type 1 and type 2 errors, hypothesis testing procedure about a population - Testing hypothesis: about mean (and equality of means), about variance (and equality of variances), about proportion - Correlation, simple and multiple linear regression, regression model building - Relationship between categorical variables - Non-parametric tests - Time series analysis: basic concepts, linear and exponential trend function, periodical component				

Strategic Management 1

Course level	BACHELOR				
Course code	195196				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Adriana Rejc Buhovac (adriana.rejc.buhovac@ef.uni-lj.si) Tomaž Čater (tomaz.cater@ef.uni-lj.si) Matej Lahovnik (matej.lahovnik@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To provide students with the knowledge about the process of strategic management and teach them to link the knowledge acquired from different functional courses which enables them to better understand the linkages among different organizational levels and functional fields in a company. To teach students how to use and critically evaluate the literature in the field of strategic management, link the acquired knowledge with current practical problems and enable them for further professional and research work in the field of strategic management. To help students actually understand the discussed theoretical concepts, methodological tools and practical examples, so that they can better implement them in practice and become, with some additional work experience, experts in the field of strategic management.				
Intended learning outcomes	Students will have knowledge on theoretical concepts and practical examples, related to strategic management. This knowledge will enable students to understand the discussed topics and use them in practice in an innovative way. They will be able to compare theoretical concepts of strategic management with practical findings in the field and, based on this comparison, critically evaluate both theory and practice. Students will possess adequate methodological knowledge for further research in the field of strategic management. They will be able to use basic information technology and didactical equipment, critically collect and use domestic and foreign literature, collect, interpret and analyze data, which will enable them to solve actual problems, and provide oral and written reports on their work and proposed solutions.				
Content (Syllabus outline)	1. Introduction to strategic management 2. Analysis of a company's general and industry environment 3. Analysis of a company's resources, capabilities and knowledge 4. Forecasting in a company 5. Holistic (comprehensive) analysis 6. Mission, vision and strategic objectives 7. Corporate strategies 8. Business strategies 9. Functional strategies 10. Strategy evaluation and choice 11. Strategy implementation 12. Strategic control 13. Organization of strategic management				

Sustainable International Marketing

Course level	BACHELOR				
Course code	195212				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Maja Zalaznik (maja.zalaznik@ef.uni-lj.si) Gregor Pfajfar (gregor.pfajfar@ef.uni-lj.si)				
Prerequisites	Seminar work is a precondition for final exam				
Course objectives and competences	• to understand the complexity of the international business environment and sustainability trends • to learn how to analyze international markets and industries • to understand the specifics of international marketing vis-à-vis domestic marketing • to get familiar with sustainability trends and goals to understand standardization and adaptation of marketing tools in international marketing • to understand how cross-cultural challenges impact international marketing decisions • to learn about key international marketing issues based on practical examples and case studies of foreign and Slovene companies in sustainability topics/problems. Also develop competence of: - team work - reporting - critical thinking; analysis/synthesis; problem solving				
Intended learning outcomes	1. to understand the complexity of the international business environment, development of makreting strategy, marketing concepts and sustainability trends 2. develop understanding of standardization and adaptation of products/processess in international marketing within sustainable trends 3. to understand how cross-cultural challenges impact international marketing decisions and implementations 4. to understand relations between theory and practice				
Content (Syllabus outline)	The course provides the background for understanding the international marketing environment, its trends and challenges in global vs. local markets with the emphasis on sustainability goals and business. It gives insights to developing sustainable international marketing strategies in international firm, standardization and adaptation of marketing, regional aspects and specifics of marketing either from the company or customer point of view based on sustainability challenges. The course is recommended for anyone intending to work with an international firm. Topics: 1. Global vs. local marketing challenges and trends and sustainability goals. 2. Analytical approach to marketing: PEST analysis, international marketing research, international marketing information system; sustainability research 3. Development of sustainable international marketing strategy: market selection and entry mode, the concept of a marketing mix, standardization vs. adaptation in international marketing 4. Cultural and ethical issues in marketing, including negotiations 5. Regional aspects: marketing specifics in EU, South-eastern, ex-socialist, Asian and other markets 6. Marketing digital transformation and sustainable business models.				

The Law of Business Organisations and Business Law

Course level	BACHELOR				
Course code	195156				
ECTS credits	6				
	Lectures 45	Seminar 15	Tutorial 15	Other type of learning -	Individual work 105
Teaching Staff	Branko Korže (branko.korze@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The course acquaints students with the design of the national legal order and the legal order of the European Union, fundamental institutions of corporate law, and basic status of companies and other legal entities. In the context of corporate law, the students learn about the basics of the registry law, workers' participation in management of companies with the basics and fundamentals of intellectual property and insolvency law. The business part of the course is to know the students with the fundamental institutions of property law and contract law is based, upgraded two most common types of contracts, namely sales agreement and work contract. Another objective is to know students basics of securities and the advantages and disadvantages of alternative forms of resolving commercial disputes.				
Intended learning outcomes	Students in the course of master basic knowledge of subject, allowing them to support the successful understanding of economics and business studies.				
Content (Syllabus outline)	1. Introduction to the legal system EU 2. Arbitration and alternative dispute resolution (ADR) 3. Company law 3.1. The Company Law Directives 3.2. The General Partnership, Limited Partnership and Silent Partnership 3.3. Close Corporations and Public Corporation 3.4. Group of Companies 3.5. Economic interest grouping; European economic interest grouping 3.6. Bankruptcy and Corporate Insolvency 3.7. Current Trends and future possibilities in Company law of the EU and USA 4. Intellectual Property Rights 4.1. Industrial property 4.2. Patents 4.3. Trademarks and brand names 4.4. Design 4.5. Semiconductor Chip 4.6. Copyright 4.7. Competition Law of EC 5. Introduction to the Law of Obligation 5.1. The Essentials of a Contract 5.2. Rights to Real-estate property rights 5.3. The Essentials of Contracts: Offer and Acceptance, Consideration and the Intention to create Legal Relations 6. Contracts for the Sale of Goods 6.1. Incoterms 2000 6.2. The remedies of the seller and the buyer 6.3. Rights of the unpaid Seller against the Goods and Actions for breach of the Contract 7. Consumer protection 8. Commercial paper 8.1. Biles of exchange 8.2. Checks 8.3. Shares 8.4. Bill of Lading 8.5. Warehouse receipts 8.6. Payment and the liabilities of the parties				

Tourism Management

Course level	BACHELOR				
Course code	195214				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Kir Kuščer (kir.kuscer@ef.uni-lj.si)				
Prerequisites	Basic knowledge in the field of tourism and management.				
Course objectives and competences	The objectives of the course are: to understand the importance of management in the tourism sector; to familiarize students with the basic functions of management; to understand the basic principles of management in tourism; experience management in various companies and organizations in the tourism sector; to understand the development of tourism in the future and new trends in tourism management.				
Intended learning outcomes	For understanding of the subject students need a previous knowledge in tourism filed. The gain knowledge can be used in practice at the level of low, medium or higher management in tourism sector. The students will gain knowledge and be able to understand actual and up-to-date questions in the field of tourism management. After the course students will be able to understand: tourism sector, competitiveness of tourism company or destination and mega trends in tourism industry.				
Content (Syllabus outline)	1. Management and its role in tourism 1.1 Management – definitions of basic concepts 1.2 Decision-making – processes and types of decisions 1.3 Governance and management – performance and public responsibility 2. Management of the various providers in the tourism sector 2.1 Transport 2.2. Accommodation and catering 2.3 Tour operators and tourist agencies 2.4 Tourist attractions 2.5. Public sector – tourist destinations; 3. The future of tourism management 3.1. Mega-trends in tourism – the situation in the tourism sector by 2020 3.2. New trends in the field of management in tourism 4. Examples from practice (illustrative) 4.1. Air carriers: the case of Adria Airways 4.2 Accommodation and catering: the case of Sava Tourism, d.d. 4.3 Tour operators: the case of Kompas d.d. 4.4 Tourist attractions: the case of Postojna Cave 4.5. Tourist destination: the case of Slovenia 4.6 International examples of success and failure of tourism businesses				

BACHELOR COURSES

in SPRING semester

Electronic Business

Course level	BACHELOR				
Course code	195175				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Aleš Groznik (ales.groznik@ef.uni-lj.si) Peter Trkman (peter.trkman@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Students should acquire competencies to the basics of electronic commerce, setting up e-business strategy, moving from network marketing to e-marketing, transformation and building e-business. The course addresses issues concerning the design of e-business strategy in the company, direct links with suppliers in its supply chain, changes in the nature of products and services in conjunction with digital and interactive services.				
Intended learning outcomes	Understanding the differences between existing and new way of doing business or transition to electronic commerce. Understanding strategic positions in the renovation of electronic commerce, new business models, business process reengineering and computerization of operations. Develop and introduce a model of electronic commerce and information processes to the concepts of ERP, SCM, CRM, PLM. Examples are discussed in the context of theoretical lectures and exercises. Use the skills of literature and other sources, collecting and interpreting data, using ICT and other teaching materials, reporting (oral and written), identification and problem solving, critical analysis, synthesis, writing, thinking to read literature, teamwork, social skills. Preparation of group tasks require teamwork in collecting and analyzing literature, the Internet and related information tools. Presentation of the task requires skill and a presentation before an audience of professors and other students.				
Content (Syllabus outline)	1. Running business in the information era 2. E-business models: B2B, B2C, virtual organizatons 3. E-strategy: Supply Chain Management, Customer Relation Management, Product Lifecycle Management 4. Standards in e-business and IS support 5. Mobile business 6. Legal and ethical aspects of E-business 7. E-government				

Entrepreneurship

Course level	BACHELOR				
Course code	195169				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Boštjan Antončič (bostjan.antoncic@ef.uni-lj.si) Patricia Kotnik (patricia.kotnik@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The class is an introduction to and overview of entrepreneurship. The key course objective is to familiarize the student with the essential requirements for the successful planning of a new venture and the issues involved in managing a new venture: - Overview of basic concepts and facts connected to entrepreneurship. - Understanding entrepreneurs and the activities they perform. - Familiarizing the students with role of entrepreneurship in the economy. - Understanding and performing the process of planning a new venture: Identifying and developing entrepreneurial opportunities; Analyzing business opportunities; Use of methodology for developing solutions, market analysis and financial data; Using a business plan to explore the issues of funding of new venture, building the entrepreneurial team and of financial planning. Through group project work (developing business plans) students also develop teamworking skills.				
Intended learning outcomes	- Students familiarize themselves with basic entrepreneurial concepts and roles of entrepreneurs. They develop the understanding of the essence of entrepreneurial perspective and possess basic knowledge of the role of entrepreneurs in the economy. - Students develop the understanding of the entrepreneurial way of thinking and of the entrepreneurial decisions. They develop capacity to analyze business opportunities and to plan the activities connected to a new venture and demonstrate this ability by developing a business plan. - Students demonstrate the ability to search for and select appropriate sources of data (primary and secondary) and the ability to interpret it. They demonstrate the capacity to work effectively as part of a working team.				
Content (Syllabus outline)	1. The Entrepreneurial perspective: The nature and importance of entrepreneurs and entrepreneurship 2. Business ideas and product development approaches 3. From the opportunity to the business model: Developing solutions, prototyping; Understanding your customer; Market analysis; Business models; Marketing plan; Operations and R&D plan; Organizational plan; Assessment of risk. 4. Assessing a New Venture's Financial Strength and Viability 5. Funding of new and young ventures 6. The importance of intellectual property. 7. Entrepreneurial growth & Harvesting				

Fundamentals of Financial and Management Accounting

Course level	BACHELOR				
Course code	195171				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	30	15	105
Teaching Staff	Simon Čadež (simon.cadez@ef.uni-lj.si) Barbara Mörec (barbara.moerec@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Students will be able to understand information disclosed in financial statements and competent to evaluate a range of managerial decisions with appropriate accounting techniques.				
Intended learning outcomes	Ability to understand financial statements and capacity to evaluate business decisions with appropriate accounting techniques.				
Content (Syllabus outline)	1. Financial reports for different information users 2. Role of accounting information for external users 3. Regulative framework of financial reporting in Slovenia and the EU 4. Annual report 5. Accounting measurement of income, assets and liabilities 5.1. Fair value measurement of fixed assets 5.2. Measurement of financial investments 5.3. Measurement of owners' equity 6. Financial statements 6.1. Statement of movements in equity, distributable profit 6.2. Cash flow statement 7. Introduction to management accounting and managerial decision making 8. Relevant accounting categories for decision making 9. Cost volume profit analysis 10. Full cost estimation 11. Budgeting and control 12. Short term and long term decisions evaluation 13. Reflection				

Global Business Communication

Course level	BACHELOR				
Course code	195913				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Nada Zupan (nada.zupan@ef.uni-lj.si) Jana Žnidaršič (jana.znidarsic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- Global Business Communication analyzes the role of culture in communicating with business people from different cultural backgrounds. Students gain awareness of the effects of culture and an understanding of cross-cultural concepts and learn to identify the major cultural characteristics that influence business practices and decisions around the world. - Developing personal characteristics, based on different culture background awareness, since effective intercultural communication includes open-mindedness, curiosity, patience, and self-awareness. - Developing a competence of "How do I foster learning and communication through a global perspective?". In addition, students explore the effects of culture in such areas as marketing strategies, negotiating, decision-making, leadership, and sales. They also learn to critically analyze cultural dimensions.				
Intended learning outcomes	Students do understand that communicating within different cultures can be challenging. They do understand that patience and understanding are essential to creating an open and direct line to ensure achieving business goals successfully. Students get insight into how to communicate effectively with business partners from different cultures. They get necessary practical knowledge (communication skills) for effective intercultural communication.				
Content (Syllabus outline)	1. The basics of business communication 2. Persuasive communication: Psychological and social elements of communication 3. Positive consequences of global environment 4. Persuasive communication using different assertiveness techniques 5. Cross-cultural communication 6. Business Etiquette 7. Business negotiations 8. Virtual meetings 9. Effective cross-cultural communication				

Global Finance

Course level	BACHELOR				
Course code	195912				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Mojmir Mrak (mojmir.mrak@ef.uni-lj.si) Vasja Rant (vasja.rant@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The basic objective of the course is to give the students the basic concepts of global finances as a framework for running effectively businesses in an international financial environment. After competing this course, students will be able to: understand and interpret trends in a rapidly changing global financial environment, make basic balance of payment sustainability analyses as well as to assess exchange rate developments, assess specific risks in global finances, i.e. foreign exchange risk and country risk and understand basic characteristics of trade finance and investment instruments				
Intended learning outcomes	Knowledge and understanding of: Basic trends in global finances; Balance of payments and exchange rates as the two main concepts in global finances; Instruments for managing specific risks in global finances, namely the foreign exchange risk and the country risk; Basic financial instruments for foreign trade and investment financing.				
Content (Syllabus outline)	1. Concept of global finances 2. Balance of payments 3. Exchange rates and foreign exchange markets 4. International parity conditions 5. International monetary system 6. Specific risks in international finance and management of these risks 7. Instruments for financing international trade 8. International capital flows (public and private)				

Hotel Management

Course level	BACHELOR
Course code	195233
ECTS credits	6

Lectures	Seminar	Tutorial	Other type of learning	Individual work
36	-	-	39	105

Teaching Staff	Ljubica Knežević Cvelbar (ljubica.knezevic@ef.uni-lj.si)
Prerequisites	-
Course objectives and competences	• to get to know the hospitality industry • to learn about the organization of the hospitality industry • to learn how to apply managerial techniques in the hospitality industry • to learn international standards in the hospitality industry • to learn the economics of the hospitality industry • to get to know Slovenian hospitality industry
Intended learning outcomes	Students get to know basic literature, relevant sources and leading authors in the field. They upgrade knowledge of tourism with specific knowledge and practical examples of the hospitality industry. They acquire the basic concepts, methods and practical problem solving that enable them to integrate theoretical knowledge, and methods with practical examples. The course stimulates independent analytical work, problem-solving and upgrading knowledge with new methods and software tools. Gained knowledge will allow students linking the hospitality industry with other areas of tourism and management of other tourism enterprises. Students can develop their own perspective to the topic, monitor and upgrade those perspectives with new theoretical and practical solutions. The course accelerates the use of contemporary domestic and foreign literature, the integration of theoretical and practical solutions in concrete cases. Students will work individually and within the groups.
Content (Syllabus outline)	1. Introduction and presentation of the course 2. Hospitality industry and its importance in tourism 3. Organization of work in hospitality industry 3.1. Organisation in hotel 3.2. Hotel industry structure 3.3. Categorization and technical standards in hospitality 3.4. Organigram and workforce in hospitality 4. Governance in the hospitality industry 5. Sales in the hospitality industry 6. Controlling the hospitality industry 7. Management of employees in the hospitality industry 8. Benchmarking in the hospitality industry 9. Review of the hospitality industry in Slovenia 10. Case studies

How to do Business with China

Course level	BACHELOR				
Course code	195181				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Maja Zalaznik (maja.zalaznik@ef.uni-lj.si) Anastas Vangeli (anastas.vangeli@ef.uni-lj.si) Zhonghui Ding (ding.zhonghui@ef.uni-lj.si)				
Prerequisites	Basic knowledge of key international business and/or international marketing concepts and literature. Good command of English is essential.				
Course objectives and competences	- Understanding the specifics of Chinese business environment - Development of analytical competences: market, PEST, C etc. analysis - Gaining knowledge on inward and outward internationalization - Understanding the institutional view – global and local institutions and organizations dealing with international business with China - Specifics of marketing and consumer behavior in China - Understanding of cultural differences and its cross-cultural management				
Intended learning outcomes	- Understanding: the specifics of the Chinese business environment; the general institutional framework of the Chinese business environment and economy; the key characteristics and specifics of the Chinese culture, and its implications for doing business; the relation between theory and practice. - Assessment of the most appropriate modes of market entry modes and/or doing business in the Chinese market. - Developing a basic framework for cross-cultural communication and negotiations with Chinese partners.				
Content (*Syllabus outline*)	The course is designed to enable the students to understand the specifics of business environment of China and its potential. Students develop the knowledge of analytical approaches, such as market, Pest, C and other analysis/methods. The focus of the course is the understanding of different levels and approaches of internationalization (inward, outward, cooperative) to Chinese market and Chinese international growth. The course also elaborates on entrance strategies and modes of internationalization on MNC/SMEs levels and introduce the institutional view of Chinese international business development (institutions and organizations dealing with IB; macro and micro level). The last part of the course is dedicated to marketing issues and specifics of consumer behavior, focusing also on cultural issues and cross-cultural management.				

Informatics

Course level	BACHELOR				
Course code	195158				
ECTS credits	6				
	Lectures 45	Seminar 15	Tutorial 15	Other type of learning -	Individual work 105
Teaching Staff	Jure Erjavec (jure.erjavec@ef.uni-lj.si) Miro Gradišar (miro.gradisar@ef.uni-lj.si) Peter Trkman (peter.trkman@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- To understand the role of management information systems, information society and information technology. - Develop a level of theoretical reflection on the role of information management in support of business decision-making. - Understand the practical application of IT in business systems at transaction and management level. - Understand the methods of planning, implementation, implementation and security of business information systems. - Develop ability to use information technology in the secondary level of difficulty.				
Intended learning outcomes	Knowledge of different types of information systems, technology infrastructure elements of information systems, understanding the role of IT in business environments, knowledge of tools to access and analyze data for business decision making. The use theoretical knowledge in practical cases from business practice, use of tools in concrete cases of business decision-making problems, the use of theoretical knowledge to identify and express information needs in a particular work environment, the use of theoretical knowledge to participate in the development, redesign or implementation of information systems. Creative approach to analyzing the possible impact of information technology to increase competitiveness, changes in the way of carrying out business processes, development of information society. The use of information tools.				
Content (Syllabus outline)	1. Business Informatics and Business Competitiveness 2. Information Technology 3. Business Information Systems 4. Operational Information Systems 5. Business Intelligence Solutions 6. E-Business 7. Business Informatization 8. Information resources Management 9. Information Resources Security				

International Business

Course level	BACHELOR				
Course code	195178				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Gregor Pfajfar (gregor.pfajfar@ef.uni-lj.si) Maja Zalaznik (maja.zalaznik@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Gain basic knowledge and competences about contemporary international business. Obtain basic knowledge about international business environment and its specifics. Obtain knowledge about modes, techniques and ways of doing international business, entry strategies and relations between mother and unit firms. Develop competences and skills of team work, project preparation and presentation in the field of international business. Also development of competences of: understanding relationship between theory and practice (guest speakers, cases); critical evaluation of theory and practice alignment; usage of domestic and international literature and data sources in international business and its interpretation; reporting: oral and written; critical analysis and synthesis and different problem solving approaches in international business; team work.				
Intended learning outcomes	Understanding of international business, its development and meaning in international economy; gaining knowledge about different modes and ways of doing international business in the circumstances of global environment, EU and third markets; learn how to use research methods and techniques in international business, case studies and other data sources.				
Content (Syllabus outline)	1. International business environment and its analysis. 2. Globalization and internationalization of firms. 3. Economic integrations and regional influences on international business. 4. Triggers and motives of doing international business. 5. Tariffs, trade barriers and trade flows 6. Market entry modes and ways of doing business 7. Risk and financing in international business 8. Culture and international business 9. Negotiations in international business 10. Transportation, logistics and international supply chains 11. Ethics and future challenges in international business 12. Further topics				

International Business and Management

Course level	BACHELOR				
Course code	195910				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Gregor Pfajfar (gregor.pfajfar@ef.uni-lj.si) Anastas Vangeli (anastas.vageli@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To gain knowledge in the field of transnational management and to recognize and understand the development and performance of different business systems. To gain knowledge about multinational business and its development strategies and to understand cultural, ecological, ethical and other dimensions of multinationals development. To develop competences and skills of analysis, synthesis, problem solving, data collection, case study usage and team work.				
Intended learning outcomes	- Understanding and knowledge about transnational managament. - Understanding of business systems development and performance - Understanding of specifics of transnational management, development strategies, entrance of firms to the markets. - Knowledge and understanding of cultural, ethical, ecological and other dimensions of international markets and multinational development. - Understand the relationship between theory and practice.				
Content (*Syllabus outline*)	1. What is international management? Scanning the international environments and their impact on organizations. Ethics and sustainability 2. Short history of the multinational company (MNC) and multinational criteria. Different types and mindsets of MNCs: the Bartlett & Ghoshal transnational typology 3. Headquarter-subsidiary, subsidiary-subsidiary and buyersupplier relationships in MNCs & Organizational structures of MNCs: inside the matrix organization 4. International management across cultures 5. International management amid (geo)political uncertainties 6. Strategy and competitiveness 7. Technology, innovation and disruption 8. Organization, leadership and human resources				

International Business Law

Course level	BACHELOR				
Course code	194160				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Mitja Kovač (mitja.kovac@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Understanding how the law affects business is absolutely essential to ensure students entering the profession with effective managing knowledge to deal with the myriad legal implications businesses are subject to. To be successful in a business career, students must have knowledge of the laws most commonly affecting undertakings, and the ability to apply these laws in business situations. The aim of this course is to get students acquainted with the main legal concepts, features, comparative perceptions and to equip them with skills ensuring their correct decisions, while at the same time enabling them to readily identify when an expert advice is required. This course ensures students with tools and knowledge for answering legal questions with the reference to international treaties, international commercial and business law and with the reference to the laws of UK, USA, Germany, Italy and France (representing the main four legal families), which is crucial to being successful in daily business life.				
Intended learning outcomes	This course offers an introduction to international business, private and corporate law for students who are not graduates in or acquainted with the law. The course starts with a description of the basic legal principles, rules and institutions, and with the description of the differences between the two legal systems within the European Community: the continental and the common law system. In the second part of the course basic principles of civil law, such as good faith, fraud, mistake, force majeure and reasonableness, will be discussed. Another part of the course covers themes of contract law, tort law, business law and corporate law. Problems of validity of contracts, non-performance of contracts, the difference between negligence and strict liability, problems of causation and legal rules governing the foundation, incorporation, organization and closure of corporations, other business entities and forms are some of the most important topics of this course. These topics will be analysed from a comparative legal and economic perspective. This course also offers an introduction to the European law, and focuses on the institutional and substantial aspects of EU law. Furthermore, course also offers the introduction to the national, international and European Intellectual property law and discusses the law in relation to copyright, patents, designs, trade marks and passing offs.				
Content (Syllabus outline)	Lecture 1: Introduction: legal systems, sources of law, core concepts and methods, international law, international organisations, differences between modern Civil and Common law systems, Islamic law, GATT, WTO, regional trade in Europe, Africa, the Middle East and Asia Lecture 2: International sales, credits and the commercial transaction, documentary transaction and the risk of loss, dispute resolution in a global marketplace, CISG convention, performance of contracts, remedies for breach, events beyond the control of the parties, excuses for non-performance Lecture 3: Legal issues in international transportation and letters of credit (law and banking practice), documentary sale, allocating shipping responsibilities and the risk of loss, transaction risk, marine cargo insurance, liability of the carriage of goods by sea and by air, liability of ocean transportation intermediaries Lecture 4: Contract drafting and international transacting – strategic and economic aspects, risk allocation, incentives mechanisms, reward systems, transaction costs, opportunism, endowment effect, loss aversion, carrots and sticks, alternative incentive mechanisms Lecture 5: International marketing law, international intellectual property law, TRIPS, international protection of patents, trademarks and other intellectual property franchising and licensing, domain names, copyrights, intellectual property transfer agreements Lecture 6: Competition law and business regulation, international competition law, international mergers and acquisitions, abuse of dominant position, state aid, cartel agreements, exterritorial effects, unfair advertising techniques, differences between EU and US competition law Lecture 7: Seminar paper presentation session Lecture 8: Moot court – international business law and economics in courts				

Introduction to Machine Learning in Economics

Course level	BACHELOR				
Course code	195153				
ECTS credits	6				
	Lectures 45	Seminar 15	Tutorial 15	Other type of learning -	Individual work 105
Teaching Staff	Janez Dolšak (janez.dolsak@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	TBD				
Intended learning outcomes	TBD				
Content (Syllabus outline)	TBD				

Introductory Statistics

Course level	BACHELOR				
Course code	195153				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	15	15	-	105
Teaching Staff	Mojca Bavdaž (mojca.bavdaz@ef.uni-lj.si) Irena Ograjenšek (irena.ograjensek@ef.uni-lj.si) Jože Sambt (joze.sambt@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To make students familiar with the range and usefulness of statistical methods and statistical information in the business environment that in practice support decision making. To introduce students to the basics of statistical research at the level of business, industry and national economy. To enable students to correctly use data from official statistics and results of statistical research prepared by specialised research agencies. Intended learning outcomes: Familiarisation with the basic knowledge from research methods and with the basic use of analytical programmes Excel and SPSS. Acquisition of communication skills for written and oral communication of research results.				
Intended learning outcomes	The course aims at familiarising the students with basic quantitative and qualitative approaches and methods used for studying socio-economic phenomena, with emphasis on those specific for economics and business sciences. This knowledge is directly applicable to the study of basic characteristics of economic phenomena. It is necessary for attending and understanding other economic and business courses as well as for understanding current national and world economic situation. It also enables students to understand and critically evaluate information about both broader and specific social and economic environment, published by research institutions and media. It also enables users to select the most appropriate methods for the purpose of analysing basic characteristics of the studied phenomenon, and correctly interpret quantitative and qualitative measurements of this phenomenon's characteristics.				
Content (Syllabus outline)	1. INTRODUCTION: History of statistics; Quantitative literacy; Statistics in business and economics; Levels and tools of analysis in business and economics. 2. STATISTICAL MEASUREMENT: Statistical units, population, sample; Concepts and variables; data typologies; Variable typologies. 3. SECONDARY DATA SOURCES: European and Slovenian statistical system; Secondary data typologies, usefulness, search strategies and evaluation. 4. PRIMARY DATA COLLECTION: Research plan; Surveys and censuses; Real-time data collection. 5. DATA PREPARATION AND VISUALISATION: Data cleaning; Ad-hoc and standard classifications; Basic tabular and graphical visualisation approaches and tools. 6. RELATIVE NUMBERS – STRUCTURES: Typologies; Basic tabular and graphical visualisation approaches and tools; Applications in practice. 7. RELATIVE NUMBERS – COEFFICIENTS: Typologies; Basic tabular and graphical visualisation approaches and tools; Applications in practice. 8. RELATIVE NUMBERS – SIMPLE INDICES: Typologies; Basic tabular and graphical visualisation approaches and tools; Analysis of temporal dynamics; Analysis of index series; Applications in practice. 9. RANKING AND FREQUENCY DISTRIBUTIONS: Basic tabular and graphical visualisation approaches and tools; Quantiles and quantile ranks; Applications in practice. 10. MEASURES OF CENTRAL TENDENCY: Typologies; Average relative numbers; Average indicators of temporal dynamics; Applications in practice. 11. RELATIVE NUMBERS – AGGREGATE INDICES: Typologies; Analysis of index series (cont.); Applications in practice. 12. MEASURES OF VARIABILITY AND CONCENTRATION: Typologies; Variability and distributions; Graphical visualisation; Applications in practice.				

Macroeconomics 1

Course level	BACHELOR				
Course code	195159				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	15	15	-	105
Teaching Staff	Aleksandar Keseljević (saso.keseljevic@ef.uni-lj.si) Bogomir Kovač (bogomir.kovac@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To develop fundamental knowledge of macroeconomic analysis and policy in the institutional framework of the EU and to develop an understanding of the underlying economic logic of the workings of a mixed economy and the ways in which macroeconomic problems are resolved. To develop a level of theoretical thinking and application of the fundamental knowledge in an analysis of equilibrium and changes in the national economy. To develop the ability to apply positive knowledge in the analysis of measures and positions of economic policy-makers.				
Intended learning outcomes	To thoroughly understand the basic economic concepts in order to be able to understand characteristics of different economic systems in a market economy, state-controlled economy, and mixed economy. The students shall learn to understand the market failures and government intervention failures. Understanding of main macroeconomic aggregates, theories, problems, economic policy instruments, processes and the understanding of macroeconomic theory and insight into various policy-makers experience, critical evaluation of their work and of the compliance between theoretical principles and political conduct. The skill of applying theory in decision-making in business and economics in a modern world.				
Content (Syllabus outline)	1. Basic economic institutions. Macroeconomic problems and public choice. 2. Macroeconomic processes and national income accounting. Economic and social welfare. Sustainable development. 3. Macroeconomic model of full employment. Three markets. AS/AD model. General equilibrium. 4. Macroeconomic model of unemployment. Keynesian model. IS/LM model. Disequilibrium. 5. Money and banking system. Money instruments and politics. EU monetary system. 6. Fiscal system and politics. Automatic fiscal policy and balanced budget. EU and fiscal federalism. 7. International markets. Exchange rate mechanisms. Exchange rate and balance of payments. EU and euro. 8. Economic problems and EU: economic growth and productivity, business cycles, unemployment, inflation. 9. Economic policy. Tolls and instruments. Different approach to solve economic problems. EU and efficiency of macroeconomic policies. 10. Use economic reasoning. Different macroeconomic schools and theories.				

Marketing Planning

Course level	BACHELOR				
Course code	195918				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Mateja Bodlaj (mateja.bodlaj@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To show students how to prepare a marketing plan based on the knowledge of principles of marketing and to develop competences for a systematic approach toward marketing planning. To guide students step by step from the analysis (Where are we?) through objectives (Where do we want to go?) to strategies and tactics (How will we get there?). To impart the need for a careful analysis as a necessary basis for a good marketing planning.				
Intended learning outcomes	A student will get a deeper understanding of an overall process of marketing planning, with its key stages and methodological tools. An emphasis of the course is on practical application. A student will be able to lead the preparation of marketing plan in the company on the basis of multifunctional cooperation. A student can use acquired knowledge for a critical assessment of standard procedures of marketing planning in the practice. She/he will develop skills for gathering and interpretation of marketing information and for analytical thinking; she/he will get used to report (oral and written) about her/his findings and decisions; she/he will develop competences for efficient team work.				
Content (Syllabus outline)	1. Analysis of the current marketing situation 1.1. Customer needs and buying processes 1.2. Strengths and weaknesses of the current marketing mix elements 1.3. Analyzing competitors 1.4. SWOT analysis 2. Setting marketing objectives for each product/service 3. Formulating positioning strategy for each product/service 4. Required marketing programmes - the marketing mix 5. Resources, timing and responsibilities 6. Monitoring the marketing plan's implementation				

Marketing Research

Course level	BACHELOR				
Course code	195199				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	30	15	105
Teaching Staff	Barbara Čater (barbara.cater@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To learn the role of marketing research and marketing research process. To understand the basics of marketing research that enables students to acquire quality data for marketing decision-making. To develop the ability to design and implement marketing research. To teach students how to design a questionnaire for survey and a reminder for observation. To repeat the knowledge of statistics and learn to apply this knowledge to solve specific research problems. To develop the capacity of evaluation and assessing the quality of the marketing information. Competences: ability to analyse and synthesize; ability to work in group to conduct problem solving in the area of marketing research; ability to prepare remainder for focus groups and questionnaire for survey; ability to statistically analyze data; ability to produce written reports; ability to present a group written project.				
Intended learning outcomes	Students are able to explain the purpose, applicability, key steps, types and methods of marketing research. Students know how to use statistical methods of data analysis on concrete data in marketing decision making. Students are able to implement key steps in the process of marketing research on a practical case, including research design, data collection and analysis, and interpretation of results. Students are able to evaluate the relevance of the specific research methods and statistical and analytical techniques for specific marketing decisions. Students develop analytical skills and systematic approach to solving marketing and business problems and the use of marketing research in the analysis, planning and monitoring of marketing activities.				
Content (Syllabus outline)	1. The role of marketing research; overview of the marketing research process 2. Defining the marketing research problem and developing an approach 3. Research design formulation 3.1. Basic research designs 3.2. Exploratory research design: secondary data and qualitative research 3.3. Descriptive research design: Survey and observation 3.4. Causal research design: experimentation 3.5. Measurement and scaling 3.6. Questionnaire design 3.7. Sampling 4. Data collection, analysis and reporting 4.1. Data preparation 4.2. Basic data analysis 4.3. Hypotheses testing 4.4. Correlation and regression 4.5. Report preparation and presentation 5. Ethics in marketing research				

Organizational Behavior

Course level	BACHELOR				
Course code	195160				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	-	30	-	105
Teaching Staff	Katarina Katja Mihelič (katja.mihelic@ef.uni-lj.si) Nada Zupan (nada.zupan@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The course is designed to provide students with an overview of the fundamental theoretical frameworks of behavior within organizations and to acquaint them with the latest research in the field. It includes theoretical, empirical and applications issues examined from individual, interpersonal, group and organizational perspectives. An emphasis throughout the course is given to the practical application of managing within organizations. Basic objectives include: understanding the main constructs, theoretical frameworks and terminology of OB; understanding how individual competences influence the group dynamics and vice versa and apprehend the influence of organizational processes on individual and group behavior; developing a holistic viewpoint towards the interrelatedness of different factors and processes within organizational behavior; understanding how OB knowledge contributes to organizational success and development. Students will be presented with contemporary business challenges related to own and others' behavior in the workplace and identify proactive solutions to solve them.				
Intended learning outcomes	Upon completion of the course students will have studied classical and contemporary theories and constructs related to human behavior in work organizations that represent major topics within the field of organizational behavior. Students will also be introduced to the concepts pertaining to the recent stream of OB, positive organizational behavior. The core learning outcomes include: knowledge of major theories and concepts in OB; developing/strengthening abilities to apply theoretical knowledge in cases; knowledge about own strengths and weaknesses; strengthening critical thinking; developing interpersonal skills; developing individual competences.				
Content (Syllabus outline)	1. Introduction to the field, basic concepts and theories 2. The role of individual in the organization 2.1. Individual values 2.2. Personality-related concepts 2.3. Job attitudes 2.4. Perception and individual decision-making 2.5. Learning 2.6. Emotions and moods in the organizational setting 2.7. Motivational constructs and theories 3. Group processes 3.1. Characteristics of group dynamics 3.2. Teamwork 3.3. Leadership (traditional and contemporary perspective) 3.4. Effective communication with employees 3.5. Power and influence in the workplace (individual sources of power) 3.6. Conflict resolution 4. Organizational dynamics 4.1. Stress and mindfulness in organizations 4.2. Balancing professional and family life 4.3. Happiness and well-being 4.4. Coping with conflicting demands: individual perspective and human-resource perspective 4.5. Organizational culture				

Principles of Accounting

Course level	BACHELOR				
Course code	195162				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	-	30	-	105
Teaching Staff	Marko Hočevar (marko.hocevar@ef.uni-lj.si) Maja Zaman Groff (maja.zaman@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Understanding the role of accounting in a company and understanding of financial statements. Presentation of accounting for business transactions and presentation of accounting for basic economic categories. Introduction to financial statement analysis.				
Intended learning outcomes	Student understands and distinguishes between different types of accounting (financial accounting, cost accounting, management accounting). Student comprehends the basic economic categories (assets, liabilities, costs, revenues, expenses, profit/loss) and basics of their accounting treatment. Understanding the accounting for economic categories provides the following knowledge to the student: a conceptual understanding of financial statements; understanding how various business events reflect in financial statements and how they impact the company's financial results; a conceptual understanding of the financial analysis; understanding the importance of financial statements auditing.				
Content (Syllabus outline)	1.Introduction to accounting 2.Introduction to the balance sheet and the income statement 3.The basic accounting equation and principles of double-entry bookkeeping 4.Asset accounts 5.Capital and liabilities accounts 6.Cost accounts 7.Revenue and expense accounts 8.Accounting for prepaids and accruals 9.Financial statements (balance sheet, income statement, cash flow statement) 10.Comprehensive exercise with preparation of financial statements 11.Financial statements analysis (horizontal and vertical analysis, standard financial ratios)				

Selling: Principles and Methods

Course level	BACHELOR				
Course code	195238				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Čater Barbara (barbara.cater@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- Learn the theoretical basis and practical introduction to the skills necessary for personal selling in business and consumer markets. - Learn the planning, preparation and implementation of direct sales activities, especially the sales call and negotiating with potential or existing customers. - Learn the tools, techniques and methods for practical implementation of selling activities. - Learn about the methods of selection, training and performance measurement and motivating sales staff.				
Intended learning outcomes	- Students learn theoretical frameworks and acquire the basic skills necessary for personal selling in business and consumer markets. - Students will know the use of tools, techniques and methods for practical implementation of direct sales activities and will be able to plan, prepare and implement sales activities, especially the sales call and negotiating with potential or existing customers. - Students will understand the planning, preparation and implementation of direct sales activities, the methods of selecting, training and performance measurement and motivate sales staff. - Students acquire the skills of preparation and implementation of direct sales activities, selection, training and performance measurement, motivating people, oral and written reporting and resolving problems in the seminar work.				
Content (Syllabus outline)	1. Introduction to Selling 2. Ethical and Legal Consideration 3. Consumer Behavior and Communication 4. Principles of Personal Selling 4.1. Selling 4.2. Negotiation 4.3. Relationship Marketing 5. Designing the Salesforce 5.1. Salesforce Objectives 5.2. Salesforce Strategy 5.3. Evaluating and Motivating Salesforces 6. Managing the Salesforce 6.1. Recruting and Selecting Sales Representatives 6.2. Traininig Sales Representatives 6.3. Directing Sales Representatives 7. Territory Management 8. Understanding the Cost of Sale				

Services Marketing

Course level	BACHELOR				
Course code	195200				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Barbara Culiberg (barbara.culiberg@ef.uni-lj.si) Tomaž Kolar (tomaz.kolar@ef.uni-lj.si)				
Prerequisites	Basic marketing knowledge is recommended.				
Course objectives and competences	To upgrade basic knowledge of marketing and to inform students about relevance of Services sector in the economy and about marketing challenges of services. Comprehensive elaboration of extended marketing mix elements at services marketing and pointing out problems at understanding and measuring of services quality. To inform students on practical examples about tools and approaches available for efficient implementation of marketing in service organizations.				
Intended learning outcomes	Students will upgrade basic knowledge about marketing, with principal concepts and approaches that are specific for services marketing, and with understanding and measuring of services quality. They will be informed about basic schools of services marketing and about relevant empirical findings in this field. Acquisition of knowledge is based on theory and analysis of practical case studies, used for examination of critical incidents in the field of services marketing. Based on acquired knowledge students will be able to integrate particular elements of services marketing and management into coherent whole. Knowledge given at this course enable students not only understanding of basic, contemporary and holistic issues of development of service company, but also critical evaluation of theoretical models and practice of marketing in domestic market and abroad. Student will develop skills needed for use of domestic and foreign literature, collection and interpretation of data and data analysis and for decisions needed at services marketing activities; they will learn how to report (in oral and in written) about their findings and decisions; they will also develop skills for efficient group work.				
Content (Syllabus outline)	1. Services in the modern economy 2. Understanding Service Processes 3. Customer contact with a service company and managing service encounters 4. Service from the customer's viewpoint and the purchase process for services 5. Productivity and quality as the main challenge for a service company 6. Managing relationships and building customer loyalty 7. Complaint handling and service recovery 8. Service positioning and new service development 9. Core service and supplementary services 10. Designing service delivery 11. Price and other costs of services 12. Marketing communication 13. Integrating marketing with other management functions				

Socio-Economic Development and Contemporary Slovenia

Course level	BACHELOR				
Course code	195191				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	-	-	39	105
Teaching Staff	Rok Spruk (rok.spruk@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The course informs the students about the economic and political history of Slovenia and its longrun economic and institutional development in the comparative perspective using data-driven techniques to understand the patterns of long-run development. The acquired knowledge enables the student to understand better the present political, economic position of Slovenia in modern Europe and the rest of the world in a comparative and rigorous perspective. It also offers the historical and contemporary survey of Slovenia's economic growth and both formal and informal institutional framework.				
Intended learning outcomes	The student can use the acquired knowledge for the further study and better understanding of the present political, economic and cultural position of Slovenia in the contemporary Europe. It is the basis for better understanding and analysis of the current developments in Slovenia and its economic and political position in Europe. In the same way, the student can better analyse the historical aspect of the present local, regional, and national business practice.				
Content (Syllabus outline)	12. Comparative case studies in economic history and long-run development 13. The use of comparative case studies to understand the impact of institutional changes on economic development 14. Institutional integration and economic growth 15. The long shadow of history on economic development 16. Democracy and economic growth: friends or foes? 17. Long-term effects of the partition of Trieste after World War 2 18. Two centuries of institutional instability and long-term economic development 19. Institutional collapses, Yugoslav war and Slovenia's economic growth in post-independence period 20. Can good policies overcome weak institutions? 21. Is culture more important than institutions for long-term economic development? 22. Why is Slovenia not as rich as Switzerland and Australia?				

Sustainable Tourism

Course level	BACHELOR				
Course code	195210				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Kir Kuščer (kir.kuscer@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To introduce to students the issue of sustainable development in tourism and the basics of this concept. To learn about the basic guidelines for 'sustainable' behavior of individual entities of tourism industry: both at national and the enterprise level of operation. Present in detail the destination concept and its differences from the product or individual entrepreneurial concept.				
Intended learning outcomes	Students will get acquainted with the basic literature from the field of sustainable, alternative, soft and eco-tourism. They will get to know and understand the connections between tourism and different environments as well as the basic examples of good practice in sustainable and eco-tourism development. Theoretically founded knowledge and relations will be applied to specific cases of sustainable and eco-tourism development (towns, regions, states). The usefulness of knowledge is also reflected through studies of practical cases and through cooperation with the private and public sector. With their own application of the gained knowledge and the method of transfer of good practices onto the selected fields, companies and agents, students will be able to reflect on their gained knowledge and experiences. During the implementation of the course the students will acquire, develop and strengthen specific skills: use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of teaching tools, mostly electronic; use of different procedures and skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.				
Content (Syllabus outline)	1. Introduction 2. Tourism system and its environment 2.1. Economic environment 2.2. Natural environment 2.3. Cultural environment 2.4. Social environment 3. Environmental elasticity of tourism demand 4. Sustainable tourism 4.1. Concepts 4.2. Instruments 4.3. Sustainable tourism indicators 4.4. Critics 5. Other concepts of environmentally friendlier tourism 5.1. Alternative tourism 5.2. Eco tourism 6. Local inhabitants and sustainable tourism development 7. Case studies				

Taxes and Corporations

Course level	BACHELOR				
Course code	195168				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Andreja Cirman (andreja.cirman@ef.uni-lj.si) Mitja Čok (mitja.cok@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The aim of the course is to present the main theoretical elements of public finance system: main types of taxes and social security contributions paid by corporations, budget process and public debt. Last part of the course is devoted to the EU tax harmonisation and EU budget. In addition, practical examples will enable students to independently solve problems connected with taxes.				
Intended learning outcomes	Students will learn basic elements of fiscal systems; both the theoretical and practical aspects. The emphasis is given to taxes paid by corporations, especially through case studies during the exercise sessions. During the process students will be able to learn how to use theoretical knowledge, data sources and how to interpret the results.				
Content (Syllabus outline)	1. Introduction 2. Public goods 3. Political economy 4. The health system 5. Social security system 6. Income redistribution 7. The personal income tax 8. The corporate income tax 9. Deficit finance 10. Taxes on consumption and wealth 11. Tax harmonisation in the EU 12. EU Budget				

Tourism Product Development

Course level	BACHELOR				
Course code	195255				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	36	24	-	5	115
Teaching Staff	Ljubica Knežević Cvelbar (ljubica.knezevic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- To become familiar with the tourism offering of products and services, - methods of designing tourism products, - the typology and hierarchy of tourism products, including their technological and market characteristics, - the basic processes of comprehensive quality management of tourism products, - the processes of continuous innovation in the offer of tourism products, - the importance of tourism products for the overall integrity of the tourism offer, and - the competitiveness and economics of tourism products.				
Intended learning outcomes	Students become acquainted with the fundamental literature, sources, and authors relevant to the course, which enables them to acquire basic concepts, understand key problems, and explore theoretical solutions to these problems. The knowledge gained in the course allows for the integration of problems and their practical resolution, empirical monitoring of phenomena, and providing guidance in finding solutions, as well as further development of knowledge through new insights and methods. The study encourages the search for independent solutions to problems and a critical approach to their analysis, as well as the pursuit of optimal solutions and new methods for the development of tourism products.				
Content (*Syllabus outline*)	1. Introduction and presentation of the course 2. Definition of tourism products 3. Tourist products and tourist destination 4. Methodology of designing tourist products 5. Tourism products quality management 6. The image and visibility of the tourism products 7. Innovation in tourism 8. Competitiveness of tourism products 9. Pricing of tourist products 10. Examples unique tourism products 11. Case studies				

Use of Generative Artificial Intelligence in Business

Course level	BACHELOR				
Course code	195252				
ECTS credits	6				
	Lectures 30	Seminar 18	Tutorial 12	Other type of learning 15	Individual work 105
Teaching Staff	Luka Tomat (luka.tomat@ef.uni-lj.si) Peter Trkman (peter.trkman@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- Equip students with foundational knowledge of GAI: ensure that students grasp the essential concepts of GAI and its applications, especially focusing on the implications of GAI in the business landscape. - Foster critical thinking regarding GAI technologies and their societal impact: encourage-age students to critically analyse the role of GAI in business, its potential, its limitations, and its ethical considerations, preparing them for responsible decision-making in GAI adoption. - Develop practical skills with GAI tools: provide students with hands-on experience using GAI tools, enabling them to integrate these tools into business processes effectively and efficiently. - Prepare students for the future of work in an GAI-driven economy: equip students with the knowledge and skills to understand how GAI will shape jobs, business models, and industries in the future, with a focus on adapting to changes and leveraging opportunities.				
Intended learning outcomes	Student will be able to: - Understand the core concepts of AI: students will be able to explain the fundamental technologies and principles behind AI, including machine learning, natural language processing, speech recognition, and GAI. - Understand the core concepts of GAI: students will be able to explain the fundamental principles behind GAI technologies, including key tools and platforms used in business. - Analyze the impact of GAI on business operations: students will be able to evaluate how GAI can transform business processes, improve operational efficiency, and drive innovation in different industries. - Assess ethical, privacy, and compliance challenges in GAI applications: students will develop the ability to identify the ethical and privacy concerns associated with AI, including issues around copyright, fairness, and risk management. - Apply GAI tools in business scenarios: students will be able to demonstrate practical proficiency with GAI tools, applying them to real-world business cases and assessing their effectiveness in various contexts.				
Content (*Syllabus outline*)	1. Key AI technologies and an introduction to generative artificial intelligence (GAI) tools and platforms 2. Types of machine learning and their connection to GAI 3. Applications of GAI in business 4. Overview of popular GAI tools for business 5. Real-world case studies on how AI and GAI are transforming business operations. 6. GAI implementation into business. 7. Ethical concerns, privacy risks, and regulatory requirements in GAI. 8. Exploring the role of AI agents in automating tasks, decision-making, and customer service. 9. Applying GAI tools to real business scenarios.				

MASTER COURSES

in WINTER semester

Accounting Information for Decision-Making

Course level	MASTER				
Course code	196605				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Simon Čadež (simon.cadez@ef.uni-lj.si) Barbara Moerec (barbara.moerec@ef.uni-lj.si)				
Prerequisites	Basic knowledge of accounting is required.				
Course objectives and competences	Learning which accounting information are needed for various business decisions and feveloping the knowledge of financial statement and the impact of various decision on taxes. Performing financial statement analysis and defining the role of auditing for true and fair reporting. Understanding costs and their different classifications and understanding management accounting tools and techniques for decision-making.				
Intended learning outcomes	Understanding: the role of financial statements and the impact of managerial decision on the statements; financial statement analysis; the role of external audit and responsibility of managers for financial reporting; managerial accounting information for decision-making.				
Content (Syllabus outline)	1. Financial accounting information 1.1 Understanding fundamental financial statements and the effects of various managerial decisions on profit, financial position of the company and taxes 1.2 The importance of cash flows 1.3 Responsibility of managers for financial reporting and the role of auditing 1.4. Financial statement analysis: key financial indicators for understanding profitability, asset turnover, financial position and liquidity of the company 1.5 Accounting information to evaluate a company's value and intellectual capital 2. Managerial accounting information 2.1 Cost concepts and cost clasiffications 2.2 Cost Volume Profit Analysis 2.3 Contemporary costing methods 2.4 Relevant costs for decision making 2.5 Product and customer profitability analysis 2.6 Budgeting and control 2.7 Evaluation of business decisions 2.8 The link between performance measurement and managerial incentive system				

Advanced Macroeconomics

Course level	MASTER				
Course code	196611				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	45	-	30	90
Teaching Staff	Igor Masten (igor.masten@ef.uni-lj.si) Sašo Polanec (saso.polanec@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To gain insight and a sense of interconnectedness macroeconomic categories and questions with the construction of a macroeconomic model. To acquaint students with the latest developments, debates and research in the field of macroeconomics. To examine the intertwining of product markets, production factors, financial markets and real estate markets. To connect microeconomic and macroeconomic phenomena. To examine the individual fields of macroeconomics with an emphasis on analysis and empirics. To pay particular attention to macroeconomic issues in Slovenia and the EU.				
Intended learning outcomes	TBD				
Content (Syllabus outline)	Part 1: Real Macroeconomics 1. Stylized facts on Economic Growth 2. Basic Exogenous Growth Model with Exogenous Savings (Solow-Swan model and Mankiw, Romer and Weil's extension) 3. Exogenous Growth Models with Endogenous Savings 4. Endogenous Growth Models with Exogenous and Endogenous Savings 5. Fiscal Policy 6. Real Business Cycles Theory 7. Asset Pricing Models Time permitting: 8. Selected topics (productivity slowdown; Covid-19 pandemic) Part 2: Monetary Economics 9. Money in the Long Run 10. Monetary Policy in the Long Run 11. Monetary Business Cycles 12. Monetary policy I 13. Monetary policy II				

Analysis for Marketing Decisions

Course level	MASTER				
Course code	196618				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Vesna Žabkar (vesna.zabkar@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To deepen the understanding of the needs of analysis for marketing, according to the company's market position, market development stage and changing supply and demand in selected market. To show how to obtain and analyze information necessary for strategic decisions in marketing and to answer the basic questions of where to compete and how to compete. To provide the necessary tools for the analysis of empirical data to enable participants to make better decisions with less risk to the business situations that require the development of marketing strategies.				
Intended learning outcomes	Understanding the complexity of the process of adopting marketing strategies and the importance of decision factors and risks in the present. Knowledge of the basic analytical tools and methods used to support the development of marketing strategies. Presenting the usefulness and implications of the various tests used for the purpose of making strategic decisions in marketing - focusing on the suitability of various analytical tools to search for market opportunities, develop competitive advantages and the choice of alternative competitive strategies. Insight into the similarities, differences and limitations of various paradigms, theories, models and analytical tools that form the basis for the development, planning and evaluation of marketing strategies. Comprehensive analysis of skills issues and develop analytical skills that are necessary for strategic decisions in complex, dynamic and uncertain contexts of contemporary markets.				
Content (Syllabus outline)	1. Introduction to analysis for marketign decisions 2. Analysis based on segmentation 3. Data science for marketers 4. Competitor analysis 5. Sales forecasting models 6. New product development based on conjoint analysis 7. Customer satisfaction measurement 8. Customer value and customer lifetime value 9. Searching solutions for unsatisfied customer needs, instrduction to consumer neuroscience 10. Predictive modeling 11. Analytics for marketing success 12. Analytics in digital marketing 13. External environment analysis for marketing decision making.				

Applied Economics with Machine Learning

Course level	MASTER				
Course code	196618				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Rok Spruk (rok.spruk@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The objective of this course is to introduce students to the fundamentals of applied economics and machine learning techniques. Students will learn how to apply these techniques to real-world economic problems and make data-driven decisions. Upon completing the course, students will have the competencies to analyze economic data, build predictive models, and communicate findings effectively.				
Intended learning outcomes	• Understand and apply the fundamental concepts of applied economics • Identify and collect relevant economic data • Build and evaluate predictive models using machine learning techniques • Interpret and communicate the results of economic analysis to diverse audiences • Critically evaluate the limitations and assumptions of economic models				
Content (*Syllabus outline*)	1. Introduction to Machine Learning in Economics 2. Data Analysis and Visualization: exploring distribution of income across different regions and demographic groups 3. Regression Analysis: estimating the impact of socio-economic characteristics on earnings 4. Model Selection and Regularization: comparing the performance of different regression models for predicting prices 5. Clustering and Dimension Reduction: clustering customers based on their buying behavior to improve marketing strategies 6. Decision Trees and Random Forests: predicting whether a customer is likely to churn 7. Neural Networks and Deep Learning: predicting real estate prices based on various characteristics of the property 8. Time Series Analysis and Forecasting: building a long short memory (LSTM) model to predict electricity demand 9. Causal Inference and Counterfactual Analysis: estimating the impact of a policy measure on the employment rate 10. Natural Language Processing and Text Analysis: analyzing the competition and market positioning based on media reports 11. Applications of Machine Learning in Economics: creating a business project using concepts and techniques learned throughout the course.				

Brand Management

Course level	MASTER				
Course code	196631				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Maja Konečnik Ruzzier (maja.konecnik@ef.uni-lj.si)				
Prerequisites	Prior marketing knowledge is recommended.				
Course objectives and competences	To understand the importance of latest brand management approaches in modern companies To develop knowledge about two-dimensional approach to branding To develop competences of transfering and developing basic methods, analyses and approaches in branding To encourage students to critically evaluate and develop appropriate branding strategies for concrete domestic and international brand				
Intended learning outcomes	- Knowledge and understanding of brands as a strategic tools. - Knowledge about balanced or two-dimensional approach to branding as an appropriate strategic approach in modern companies. - Development and understandance of appropriate branding strategies in domestic and global environment. - Transfer and critical evaluation of two-dimensional approach for concrete domestic or international brand.				
Content (Syllabus outline)	1. Complex nature of a brand: Demand and supply side perspective 2. Demand side perspective to brand: Brand equity - Brand equity elements (awareness, image, perceived quality, loyalty) 3. Supply side perspective to brand: Brand identity - Pre-strategic analyses (industry analysis, competition analysis, customer analysis, brand/company analysis) - Key identity elements: vision, mission, vizualisation (name, symbol, slogan), brand attributes/benefits, culture, personality, relationship 4. Brand implementation - Inside the company: Internal branding - Outside the company: Selecting appropriate combination of tools which reach brand customers (as a combination of traditional and modern tools) - Endorsers - Brand strategy; brand extension - Branding in digital area				

Building Leadership Capacity

Course level	MASTER				
Course code	196668				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	15	15	15
Teaching Staff	Melita Balas Rant (melita.rant@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Development of conceptual understanding of central theories (knowing), while practicing core leadership skills (doing) and developing inclusive leadership attitudes (being).				
Intended learning outcomes	- Increased self-awareness (»Who am I, what are my beliefs and values, what do I stand for?«); - Enhanced situational awareness (»In what situation am I in?«; with focus on ethical dilemmas emergent in the situations); - Capacity to self-regulate own behavior (doing), cognition (knowing) and attitude (being) within simulated learning environment; - To move upward one order along a neo-Piagetian adult development scale				
Content (Syllabus outline)	Development of conceptual understanding of central theories of (knowing): 1. Humane development: - Loevinger's and Cook-Greuter human development theory of psyche; - Kegan's human development theory of mindset; - Kohlberg's stages of moral development; 2. Leadership theories addressing factors that attributed most to the leadership emergence and leadership effectiveness: - Trait approach to leadership and leadership emergence; - Situational, contingency and path-goal leadership theories; - Leader-follower exchange theories; - Charismatic, transformational and transactional leadership; - Dark-side of leadership 3. Merger of adult development theories with leadership theories - Barrett's theory of individual and organizational consciousness - Scharmer's U-theory - Tobert theory of leadership action inquiry While practicing core leadership skills across a set of exercises: - Clarity and assertiveness of communication - Capacity to express opinion, provide justifications - Self-reflection and introspection - Inspiration/visioning And developing inclusive leadership attitudes: - Incisiveness - Morality and ethical sensitivity - Resilience				

Business Logistics Management

Course level	MASTER				
Course code	196594				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Aleš Groznik (ales.groznik@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Deal with different aspects of business logistics - industry aspect, supply chain aspect, logistics aspect, internal aspect, the external aspect of the logistics aspect of the changed business models, business change management and computerization. Present business challenges in the field of business logistics (e.g. outsourcing (3PL)) and possible ways to address them.				
Intended learning outcomes	Introduce students to understand the role and importance of logistics with an emphasis on management and IT support of logistics processes. To equip the student with knowledge of the strategic platforms business in the information age, business transformation planning and implementation of changes to business models and business processes. To present the design aspects of business logistics, management, optimization and computerization.				
Content (Syllabus outline)	1. Definition of business logistics and logistics business processes 2. Logistics as the enabler of internationalization 3. Strategic directions and innovative business models in the age of digitalization. 4. Management of business logistics 5. Supply and cooperation in supply chains, strategy ECR - Efficient Consumer Response 6. Financial aspects of business logistics 7. Logistics management in case of outsourcing (3PL, 4PL) 8. Application of Stakeholder Theory in Logistics 9. Metrics of efficient and effective management of logistics systems; indicators of effectiveness and efficiency of business logistics				

Business Process Management

Course level	MASTER				
Course code	196604				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Mojca Indihar Štemberger (mojca.stemberger@ef.uni-lj.si)				
Prerequisites	The course is suitable for all master students of business.				
Course objectives and competences	Objective of this course is to give the students knowledge about different contemporary approaches to business process management. The focus is on the business aspects and practical application.				
Intended learning outcomes	Upon completion of this course, students will be able to understand why BPM is important, when and how organization should use it, to understand critical success factors and to select and use process improvement methods and tools.				
Content (Syllabus outline)	1. Introduction to digital transformation and BPM 2. Identifying and modelling business processes 3. Analysing business processes 4. Business process change 5. Continous process improvement methods 6. BPM deployment through ERP systems 7. BPM deployment through BPM suites 8. Setting-up a process support organization 9. Managing and measuring business processes 10. Change management 11. BPM and organizational culture 12. Reference models				

Consumer Behaviour in Global Environment

Course level	MASTER				
Course code	196659				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Irena Vida (irena.vida@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Mastering a conceptual framework and tools for analysis of local, regional and global consumers and the competence of applying these to marketing in hypercomeptitive global environments. Understanding of pre- and post-purchase consumer behavior in culturally, socially and economically diverse markets. Competence for marketing planning and implementation in the context of diverse stakeholders operating in the multi-cultural and global environment.				
Intended learning outcomes	Gaining the understanding of the role of the globalized world markets on consumer behavior and comprehension of similarities and differences in individual and group responses to marketing stimuli in social environments characterized by idyosincratic cultures. New knowledge gained in the course relates to the insights into consumer theory, consumer models in global and culturally dynamic business environment as well as application of this knowledge to marketing practice. Students will apply theoretical knowledge to practical examples (case studies, tutorials, in-class activities), and develop an id-depth analysis of a group of consumers in a specific socio-cultural market of their choice. In course, students will gain an appreciation of the complexity of operating in the global marketplace and develop critical thinking ability and problem-solving skills through experiential learning. Moreover, they will develop critical and creative thinking skills free of bias and stereotypes for managerial decision-making in culturally diverse business environments. Students will also learn to identify and utilize information and literature sources to further broaden understanding of consumer behavior and marketing pracices in culturally dynamic global environment.				
Content (Syllabus outline)	1. Understanding consumers in the global context: Implications for profit and non profit sectors 2. Environmental factors and customer behavior: Implications for final consumer and business markets 3. Customer behavior models: Application for local, regional and global markets 4. Consumer research and analyses in global cross-cultural context 5. Global customers and marketing strategy relationship				

Data Mining

Course level	MASTER				
Course code	196632				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	21	21	-	33	135
Teaching Staff	Jurij Jaklič (jurij.jaklic@ef.uni-lj.si)				
Prerequisites	The requirement for the course is enrollment into current year of graduate studies. Suggested prior knowledge: - database basics (relational model, queries)				
Course objectives and competences	- To introduce students with basic concepts of big data and analytics, characteristics and specifics compared to traditional data analytics. - To introduce students with approaches to data mining and text mining - Introduce students with current data mining methods and tools - Introduce students with the importance of and approaches to data preparation and model evaluation.				
Intended learning outcomes	Understanding the concept of big data and key technologies in the field. Mastering contemporary tools and methods for data mining and text mining. Justification of used approaches/methods.				
Content (Syllabus outline)	1. Big Data Analytics Technologies 2. Basic Data Mining Concepts 3. Data Mining Tasks 4. Data Mining Process 5. Methods: association rules, kNN, clustering, decision trees, random forest, gradient boosted decision trees, support vector machines 6. Data Preparation: transformation, cleansing, reduction 7. Evaluation: train and test set, cross-validation 8. Text Mining: process, methods, sentiment analysis 9. Web Scraping				

Developing Software Solutions

Course level	MASTER				
Course code	196654				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Tomaž Turk (tomaz.turk@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Students will develop competences in: basic components of information systems development; development concepts in .NET; service oriented solutions in Oracle JDeveloper; modern software architectures.				
Intended learning outcomes	Understanding concepts of modern software development for business environments.				
Content (Syllabus outline)	1. Basic components of information systems development 2. Development frameworks' concepts (in ASP.NET) 3. Object oriented programming, modularity 4. Declarative programming 5. Service oriented solutions (in Oracle JDeveloper)				

Digital Innovation

Course level	MASTER				
Course code	196726				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	15	-	15	135
Teaching Staff	Matej Černe (matej.cerne@ef.uni-lj.si) Peter Trkman (peter.trkman@ef.uni-lj.si)				
Prerequisites	-				
Course objectives and competences	Digital Innovation aims to equip students with knowledge and tools enabling them to confidently conceive, lead and execute digital innovation initiatives and develop new business models for existing and insurgent organizations. The basic premise of the course is that the digital revolution is rapidly transforming the fundamental nature of many companies in a wide range of industries and executives, entrepreneurs and general managers need to understand the economics, technology paradigms and management practices of innovating in digital-centric businesses to ensure corporate and personal success. The course attempts to train students in using creative skills and creative problem solving, applying the open problem-solving principles in managing digital innovation. The objective of the course is to introduce the critical elements of designing and developing digital products and services, how these can be configured and lead, and how the results are managed. These elements include economic and technological principles underlying digital transformation, identifying and integrating diverse user needs, organizing and leading product and service innovation initiatives, addressing different funding possibilities.				
Intended learning outcomes	Knowledge and understanding of: - designing and developing digital products and services - economic and technological principles underlying digital transformation - identifying and integrating diverse user needs - organizing and leading product and service innovation - idea management as an underlying mechanism of digital innovation - funding possibilities underlying business model with a strong digital component Acquiring the following skills: - Use of creativity in problem solving - Ability to adapt to new situations - Inventiveness in decision-making - Creative use of knowledge - Strategic approaches to digital innovation and business model development, innovation and renewal Students are able to apply the abovementioned knowledge and skills in appropriate business situations.				
Content (Syllabus outline)	This course is designed to provide an understanding of the latest digital technologies and their impact on innovation in business. It will cover the theory and practice of digital innovation, exploring the various tools and strategies used in the process. Students will learn how to identify digital opportunities, create innovative business models, and develop a culture of innovation within an organization. The main topics include: • Path to Digital innovation: Innovation diffusion theory, technology adoption • Business model development, business model innovation, disruptive innovation and strategic renewal • Existing business models and new digitally enhanced and led business models emphasizing platforms, ecosystems and organization • The competitive interactions among firms with different digital business models; • Value creation and value capture in digital innovation • How to best organize and lead product and service innovation initiatives in the digital space • Leading digital transformation, digital mastery • Digitally-mediated work and workplaces • The importance and the content of the creative (idea management) process as an underlying mechanism for digital innovation management • Innovation on the basis of technology, the role of personal innovativeness with technology • The micro-foundations of innovation at the individual and team levels				

Economics of Knowledge, Technology and Growth

Course level	MASTER				
Course code	196627				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Tjaša Redek (tjasa.redek@ef.uni-lj.si)				
Prerequisites	Prior knowledge of Macroeconomics.				
Course objectives and competences	-The course introduces students to new concepts of value creation and the importance of different sources of growth at the macro, meso and micro levels, focusing on the economics of knowledge, technology, intangible resources, innovation (including information, R&D and economic competences). -The course trains the student to analyse the situation, benchmark and make proposals for the successful management of new growth factors, which are key factors for the success and competitiveness of companies in the new economy. -The course also equips the student to analyse and formulate development strategy and policy in a specific country. -The course trains the student in the use of data and databases for situation analysis and strategy formulation.				
Intended learning outcomes	- Develop a broad and systematic insight into the importance of technology, knowledge, innovation; - Gain insight into the factors of competitiveness and successful development at the level of the company, industry and country; - Gain insight into the importance of knowledge and talent and other intangible resources at the company level - Develop the ability to empirically assess the role of individual factors in the performance of the company / industry / economy through the use of data and appropriate analytical tools - Develop the ability to understand the importance of complementarity between resources - Develop the ability to critically evaluate the situation at the level of the company / industry - Solve problems related to poor resource structure and suggest more solutions (scenarios) - Develop skills in using different sources, synthesis of information from own data analysis, business practices and studies of industries / companies, and on this basis develop own solutions				
Content (*Syllabus outline*)	1. The objectives of economic growth and development, the integration of economic growth, knowledge, innovation and technology into the concept of sustainable development 2. Development disparities in the world and in the European Union a. Overview of macroeconomic data and trends b. Analysis of differences at company level 3. Economic growth theory and the role of knowledge, technology, innovation factors in the growth process in economic theory - an overview of theory a. Identification of the differences between tangible, intangible growth factors b. Endogenous growth processes in theory c. Empirical analysis of processes at the level of the economy Empirical analysis at the firm level 4. The role of knowledge and intangible factors in the growth and development process a. Modelling knowledge and other intangible factors of growth and contributions to growth in economic theory b. Measuring knowledge and intangible growth factors and empirical analysis of the role of knowledge c. Knowledge and its role at the firm level, impact on competitiveness, performance 5. Economics of technology a. Definition of technology, technological revolution and growth processes, drivers b. Contributions of technology, role of technology in the growth process in economic theory c. Empirical analysis of the role of technology d. Technology, artificial intelligence and the process of firm growth, competitiveness and restructuring 6. Economics of innovation a. Definition of different types of innovation				

b. The determinants of innovation and the impact of innovation on the performance of firms and the development of economies in theory

c. Empirical analysis of the impact of innovation on the growth, competitiveness and restructuring process

7. The role of knowledge for sustainable development - green innovation, green jobs and the restructuring of firms and economies

8. Data analysis

Effective Work-Life Integration

Course level	MASTER				
Course code	196566				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	0	-	45	135
Teaching Staff	Katarina Katja Mihelič (katja.mihelic@ef.uni-lj.si)				
Prerequisites	-				

Course objectives and competences

Course aims:
- To acquaint students with established and emerging theories related to work-family interface and well-being in organizations.
- To understand the scope, relevance and interdisciplinary nature of well-being and work-family issues at multiple levels of aggregation
-To prepare students for identifying antecedents and consequences of well-being and work-life conflicts, while occupying different job posts (as managers, supervisors, HR practitioners, co-workers).
- To raise awareness of the role and ethical responsibility of employees and organizations in co-creating workplaces that assure well-being sustainability and subsequent quality of life.

Specific Objectives include:
- Identify the changing nature of work in contemporary organizations and their effects on individual performance..
- Acquainting students with the challenges of a productive engagement in multiple life roles and their integration.
- Explore organizational policies and initiatives in this area.
- Identifying the gender differences with regard to work-family issues.
- To explore tools for better integration of work and family demands.

Intended learning outcomes

Knowledge and understanding:
- Conceptual knowledge and chronological development of work-family and well-being theories and their limitations.
- Knowledge of how micro, meso, and macro conditions may interact to enhance or hinder work-life integration.
- The ability to critically evaluate organizational policies in the area of well-being.
- The ability to apply knowledge to real-life business situations and a multi-level and interdisciplinary view on identification and solving problems
- Enhanced analytical thinking and the ability to critically evaluate the practical value of scientific research from own perspective and that of employees, employers.

Development of the following skills/competences:
- Ability to identify and analyze business problems related to work-family dynamics and organizational well-being using established conceptual models.
- The ability to use appropriate terminology when engaging in a discussion within the productivity, well-being and work-family topic pertaining to organizational, individual and national practices.
- Skills to craft solutions for well-being and demands-related problems. - Skills for increasing individual productivity to meet the demands of multiple roles.
- Ability to apply diagnostic tools to develop solutions to work-family challenges.
- Skills for solving work-family conflicts and effective coping with stress at work

Content (Syllabus outline)

1. Setting the stage: Changing nature of work:
Job demands and employee reactions; New ways of working
2. An overview of concepts in the work-family literature
Work-family conflict; Work-family enrichment; Work-family balance; Work-family integration
3. Theoretical models in work-family interface
Foundational theories; Emerging theories
4. Narrowing the focus: Individual and work-family integration
Preferences, values, and thriving; Dual-career couples and other family structures; Motherhood, Fatherhood, Caregiving
5. Expanding the focus: Organization and work-family integration
Family-friendly organizational culture and work breaks; Flexible work; Supportive leadership; Relationships with others: developing a support network and high-quality connections with co-workers; Employee reintegration
6. Psychological tools for work-life integration
Resilience; Posttraumatic growth; Energy management; Mindfulness; Personal productivity
7. Emerging topics

Financial Accounting 2

Course level	MASTER				
Course code	196589				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Sergeja Slapničar (sergeja.slapnicar@ef.uni-lj.si) Aljoša Valentinčič (aljosa.valentincic@ef.uni-lj.si)				
Prerequisites	Basic knowledge of accounting and finance.				
Course objectives and competences	- Competences of measuring financial instruments - Preparation of consolidated accounts - Knowledge of deferred taxes - Understanding of earnings management - Ethical behavior in accounting				
Intended learning outcomes	The purpose of the course is to upgrade the knowledge of accounting from the undergraduate level with more complex topics such as consolidation of an international group, equity method for associate companies, deeper understanding of financial instruments issues, hedging, deferred taxes. The students will acquire understanding of the underlaying causes of discretion in financial reporting to achieve certain goals. Often, managers will try to achieve higher earnings than the year before, they will avoid losses and will try to meet or beat analysts' forecasts. The course is designed for future accountants in large companies, auditors, tax advisors, appraiserers, controllers, financial managres and those who will be employed in financial institutions on various functions.				
Content (Syllabus outline)	1. Classification and measurement of financial instruments 2. Concept of fair value 3. Hierarchy of fair value measurement 4. Valuation models 5. Concept of valuation at amortized costs 6. Impairment of financial instruments 7. Derivatives 8. Hedging 9. Equity method 10. Comprehensive income statement 11. Acquisition method 12. Consolidation 13. Deferred taxes 14. Discretion in financial reporting 15. Earnings management 16. Capital markets and accounting 17. Ethics in accounting				

Information Systems Management

Course level	MASTER				
Course code	196634				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Miro Gradišar (miro.gradisar@ef.uni-lj.si) Mojca Indihar Štemberger (mojca.stemberger@ef.uni-lj.si) Tomaž Turk (tomaz.turk@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Introduce students to modern methods of management of information resources. Present the trends in information technology and highlight the most promising areas of IT implementation. Make students ready to guide the development of information systems in the company to be in line with company business plans and also to participate in the business planning so that the opportunities offered by the rapid development of IT are used.				
Intended learning outcomes	To know the trends in information technology and thereby to identify new ways of IT use in the business environment. To understand the role of the information systems department and co-operation between users and managers and to understand economics of IT and methods of information systems development. Students will analyze existing information systems in the organization to identify their strengths and weaknesses and to introduce new solutions that are aligned with business goals and IT trends. To encourage students to a deeper reflection on the impact of the IT trends on the business processes of the organization and it's communication with the business environment. By preparing seminar paper students will refine skills of gathering domestic and foreign literature.				
Content (Syllabus outline)	1. Digitalization and IT Business Value 2. IT Governance 3. Standards and frameworks for implementing IT governance 4. Outsourcing 5. Cloud computing 6. Legal issues of ISM 7. Enterprise Architecture 8. Cost Benefits Analysis 9. Assessment of development costs 10. Acquiring and Developing Business Applications and Infrastructure 11. IT Project management 12. Benefits management 13. IS security				

Internal Logistics

Course level	MASTER				
Course code	196680				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Marko Jakšič (marko.jaksic@ef.uni-lj.si)				
Prerequisites	Fundamentals of business logistics and operations management, which students acquire in the courses of the program previously implemented business logistics.				
Course objectives and competences	The course builds on the basics of business logistics and production management. It present the student advanced concepts of material flow management in companies, this is the flow of products from the input storage through the manufacturing process, to dispatchment into the distribution network. To teach students to identify problems related to internal processes to ensure the effectiveness of the processes within internal logistics and analysis thereof. Consequently, predicting possible outcomes, finding solutions, and finally choosing the appropriate business decisions to pursue the chosen goals of business and manufacturing strategies. Deep understanding of business models and concepts.				
Intended learning outcomes	Upon completion of this course, the student should be able to measure the effectiveness, identify likely areas for improvement, develop and implement improved planning and control methods for production systems. The course provides an understanding of important concepts of modern business models, processes and trends. Level of knowledge gained and work on practical business cases ensure that the students get acquainted with the challenges in practice, and effectively use the knowledge to analyze the real life problems.				
Content (Syllabus outline)	The course deals with analysis, planning and management of internal logistics in manufacturing and service systems. First, building on the basic analysis of the dynamics of production systems, where the emphasis is on developing the productivity criteria, analysis of productivity and the impact of uncertainty. Later on, following the traditional hierarchical structure of production planning in business, with the capacity planning of production facilities and manpower planning, managing inventories and scheduling of manufacturing operations (MRP, "push-pull" principle), and learning about modern approaches to production in the form of JIT, Kanban. Content is strongly related to demand forecasting, basic stock control and logistics. 1. Process management and company strategy 2. Process flow analysis (Value Stream Mapping) 3. Management of process variability and uncertainty 4. Production in production batches 5. Simulation of the production process with the concept of continuous improvement 6. Development of production systems: from MRP, through JIT to lean production 7. Push and pull production systems and planning differences				

International Business Environment

Course level	MASTER				
Course code	196601				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Maja Zalaznik (maja.zalaznik@ef.uni-lj.si) Tamara Pavasović Trošt (tamara.trost@ef.uni-lj.si)				
Prerequisites	Prior knowledge of international business is recommended.				
Course objectives and competences	To understand the complexity and multidimensionality of the international environment, as well as its cause and effect relations from the viewpoint of international business. To understand implications and business issues related to both the impact of "global" and "local" forces on international companies and organizations. To analyse international/local environments, industries, markets and consumers to support international business decision making. To develop and apply "glocal" mindset in business decision making. To understand sustainability dilemmas in international business. To understand various aspects of corporate social responsibility in international business. To understand the role of NGOs in international business. To identify and assess global/local trends and their impact/relevance for international business.				
Intended learning outcomes	Development of so-called glocal mindset and cosmopolitanism. Understanding of international environment complexity and its impact on markets, industries, companies/organizations and individuals. Adaptation of international business strategies to global/local trends. Identification and adaptation of international business strategies to sustainability dilemmas and issues related to corporate social responsibility. Understanding the role of NGOs in the context of international business.				
Content (Syllabus outline)	1. Global trends and their impact on global, international, regional and/or local markets, industries and companies 2. Tools, sources and approaches for analysing global, international, regional and local markets, industries and consumers 3. Contextual richness implications on global, international, regional and local business (for companies and organizations) 4. Skills, capabilities and resources for acting glocally 5. International business and environmental regulations 6. Varieties of capitalism across markets 7. Corporate social responsibility across markets 8. The role of NGOs in global, international, regional and local markets				

International Business Logistics

Course level	MASTER				
Course code	196640				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The purpose of the course is to equip students with a lot of useful knowledge and practical tools that they will need in their future work in the logistics industry.				
Intended learning outcomes	The course offers students a comprehensive insight into the international logistics environment, both in the global and national context. The aim of the course is to present practical insights into the operation and organization of stakeholders in the global logistics. The course will be mainly practical in nature with lots of real examples and from the world of logistics.				
Content (Syllabus outline)	1. Who's who in global logistics – Stakeholders presentation 2. Who's who in global logistics – The role and importance of stakeholders in the global context 3. Ports, shipping companies and shipping agents 4. Airports, airlines and airline agents 5. Road transport operators, railways, railway operators 6. Logistics companies, 3PL and 4PL providers 7. Documents in international logistics: Incoterms clauses, insurance, customs and tax legislation 8. Examples from practice 9. Problems and solutions in practice				

International Business, Societies and Cultures

Course level	MASTER				
Course code	196644				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Tamara Pavasović Trošt (tamara.trost@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Familiarize students with interdisciplinary scholarship on markets in a global business environment, including the fields of sociology, cultural studies, communication, and economics. Provide students an opportunity to consider the usefulness of culture as a lens for studying markets and organizations, and a sociological toolkit for understanding the global economy. Help build students' glocal (global + local) mindset and increase awareness of the global and local contexts within which markets, consumers and institutions operate.				
Intended learning outcomes	Knowledge and understanding of: How the mechanisms and processes of the interaction and interrelationship between business and society work; The social construction of markets, institutions, organizations, and consumer identity; The social aspects and implications of international business, and the impact of culture and social structure on market outcomes; How international markets and societies co-exist, and how they structure relationships; The implications of the changing global landscape on international business; Challenges in managing international business-government relations.				
Content (Syllabus outline)	1. Course introduction 2. Basic sociological tools and concepts for understanding markets, institutions and organizations in the global economy 3. Culture and consumption, markets, and prices 4. Contextualizing international business activities: Groups and social identity, embededdness, social networks, social capital 5. Institutions, organizations and culture/society 6. Impact of global trends on business: Climate change and sustainable development, demographics changes, migration patterns, inequality 7. Managing international business-society relations 8. Social responsibility, markets and social justice, ethics and values in diverse business environments 9. Understanding global economic events in social terms: Globalization and securitization, 2008 world financial crisis and its aftermath, global resistance movements (e.g. Occupy Wall Street) 10. Student presentations				

International Competitiveness: Concepts and Analytical Approaches

Course level	MASTER				
Course code	196617				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si) Maja Zalaznik (maja.zalaznik@ef.uni-lj.si)				
Prerequisites	Basic knowledge of international business/international economy and statistics.				
Course objectives and competences	Develop knowledge about different concepts, modes and evaluations of competitiveness at firm, industry and country level. Develop competences of competition and comparative advantages analysis at different levels of measurement. Develop competences of critical thinking and creative upgrading of existing models and concepts of competitiveness. Develop knowledge about relations between competititveness and firm performance in international markets. Develop competences and skills of team work, individual research work and presentations. Develop competences of data collection and usage of existing sources, analytical tools and methods of research (seminar/project work) Students will also develop competences of: critical evaluations of theory and practice and their relation; how to use domestic and foreign literature, how to collect, interpret and summarize the data; reporting: case analysis, seminar/project preparation and presentation; team work; critical analysis, synthesis and problem solving; critical thinking.				
Intended learning outcomes	Knowledge about different concepts of measurement, modelling and evaluations of competitiveness at the level of firm, industry, country. Understanding of competitive and comparative analysis at different levels of measurement. Knowledge of analytical methods - how to use the existing knowledge about competitiveness. Knowledge about relationship between competitiveness and perfomance on international markets.				
Content (Syllabus outline)	1. Meaning of competition, competitvenes, competitive and comparative advantages in international/global markets 2. Competition in economic and international economics theory 3. Crucial methods of comptetitiveness measurement 4. Methodological approaches of international competitiveness measurement - Firm, industry, macro level 5. Development of competitiveness factors at the level of firm and its influence on international competitiveness of country 6. New theories of competitiveness measurement 7. Competitiveness and business performance in a globalized world				

International Finance 2

Course level	MASTER				
Course code	196641				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Mojmir Mrak (mojmir.mrak@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To deepen knowledge of the course participants in the area of international finance. To acquint course participants with new concepts and theories in the area of international finance, basic problems and current trends in this area. To provide course participants with the tools for using theoretical knowledge in the area of international finance for addressing practical problems in this area.				
Intended learning outcomes	Understanding of major type of financial crises: currency crises, banking crises, balance of payment crisis as well as of main models of financial crises assessment. Understanding of key »internal« drivers of financial crisis development: linkages among public finances, balance of payments, exchange rates, financial sector stability. Understanding of key »external« drivers of financial crisis development: external shocks, contagion, market expectations, etc. Understanding of the institutional environment for managing financial crises: London club, Paris club, role of the International Monetary Fund, bond restructuring Understanding capital flows: volume and structure; role of official and private flows. Understanding project finance.				
Content (Syllabus outline)	1. Financial crises and the new international financial order 1.1. Emerging countries external debt and alternatives for their solutions 1.2. Main patterns of financial crises in emerging economies 1.3. Key elements of the new international finance order - role of the International Monetary Fund, restructuring of bank debts and bonds 2. Specific risks in international finance and their management 2.1. Exchange rate risks 2.2. Country risk 3. International capital flows 3.1. Definition, relationship with national accounts and classification 3.2. Official sources of capital - multilateral finance institutions, ODA, export credits 3.3. Private sources of equity and debt financing 3.4. Private public partnerships and project finance				

Logistic Optimization

Course level	MASTER				
Course code	196681				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Liljana Ferbar Tratar (liljana.ferbar@ef.uni-lj.si) Peter Trkman (peter.trkman@ef.uni-lj.si)				
Prerequisites	-				
Course objectives and competences	Supplement students' knowledge in the areas of risk management, inventory, coordination schemes.				
Intended learning outcomes	To train students to be able to understand the models and simulations that illustrate the dynamics of flow in the supply system and that they themselves are able to develop a simple optimization models. Train students for independent learning / understanding of logistics concepts and increase their capacity for the application of practical examples. This course complements the course "Optimal management of logistics systems".				
Content (Syllabus outline)	1. e-Procurement 2. Management inventories (JIT, EOQ ...) 3. Reward alignment in supply chains 4. Risks in logistics/supply chains 5. New modes of integration (e-clusters, alliances) 6. Modelling, optimization and simulation (tasks in Excel, simulation games) 7. Management and optimization of transport 8. Case studies				

Managerial Economics

Course level	MASTER				
Course code	196609				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	45	-	30	90
Teaching Staff	Polona Domadenik (polona.domadenik@ef.uni-lj.si) Nevenka Hrovatin (nevenka.hrovatin@ef.uni-lj.si) Matjaž Koman (matjaz.koman@ef.uni-lj.si)				
Prerequisites	Students need to master the material of Microeconomics 1.				
Course objectives and competences	This course emphasizes the synthesis of economic theory, decision sciences, and the various fields of business administration studies. It examines how they interact with one another as the firm attempts to reach optimal managerial decisions in the face of constraints. A special emphasis will be made on how managerial decisions are actually made in the real world. The course will increase the effectiveness of decision making by expanding and sharpening the analytical framework used by managers to make decisions.				
Intended learning outcomes	Students will be able to apply economic principles to managerial decision making. They will learn to consider the influence of economic forces in making decisions and in understanding the consequences of those decisions. In any problem-solving challenge, the decision-maker must balance the usefulness of the solution (for example, the power and credibility of insight) with the tractability of the approach (that is, the analysis must be completed within time and resource constraints). The course is heavily based on an analysis of business cases where teacher guides the student through the solution in a variety of business situations through microeconomic models. Students will use the gained knowledge in analyzing business cases studies, where she will applied the theoretical principles to solving business cases. Subject to compliance with set tasks and obligations student will develop analytical thinking skills and creative teamwork. The student will draw on knowledge of the subject from the extensive collection of domestic and foreign scientific contributions. Student will also use mathematical and statistical tools to solve economic problems. Students will develop the skills and competencies of collecting, interpreting, and graphical representations of data.				
Content (Syllabus outline)	1. Theory of demand. 1.1. Classical theory of demand. 1.2. Theory of demand that is based on product characteristics. 1.3. Demand estimation and demand forecasting. 1.4. Business case-Metabical. 2. Production and costs. 2.1. Cost advantages. 2.2. Optimization and supply of the firm. 2.3. Costs analysis for business decisions. 2.4. Business case – Outsourcing opportunities for small businesses: A quantitative analysis. 3. Internal organisation. 3.1. Behavior of firms and their goals. 3.2. Cases-Behavior of firms in countries of former Yugoslavia and Albania 3.3. Markets of asymmetric information. 4. Vertical boundaries of the firm. 4.1. The firm in a vertical chain. 4.2. Costs and benefits of vertical integration. 4.3. Model of vertical integration. 4.4. Business case - Nucleon. 5. Diversification. 5.1. Measures and reasons of diversification. 5.2. Strategic styles of diversified firm. 5.3. Business case-Kolektor. 5.4. Business case-Martifer. 6. Market structures. 6.1. Entry and exit. 6.2. Business case - Ryanair. 6.3. Strategic commitment and game theory.				

7. Dynamic pricing policy.
7.1. Business case – Cartel in Turku area?
8. Price discrimination.
9. Strategic positioning and comparative advantages.
9.1. Comparative advantage.
9.2. Strategic positioning.
9.3. Sustaining comparative advantage.
9.4. Business case – Apple
10. Industrial policy

Microeconomics 3

Course level	MASTER				
Course code	196610				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	45	-	30	90
Teaching Staff	Aljoša Feldin (aljosa.feldin@ef.uni-lj.si) Jelena Zorić (jelena.zoric@ef.uni-lj.si)				
Prerequisites	Knowledge of intermediate microeconomics is required.				
Course objectives and competences	To acquaint students with the advanced microeconomics. To provide students with the knowledge about the topics that are necessary for other disciplines which are related to the advanced level microeconomics.				
Intended learning outcomes	Students will receive conceptual basis and the necessary tools for understanding contemporary advanced microeconomics. They will be able to structure the microeconomic problems. The standard microeconomic models will supplemented with the deviations from these models that are result of strategic behavior of economic agents, bounded rationality, externalities and asymmetric information. With such theoretical knowledge and the use of analytical tools students will be able to answer to the most difficult microeconomic questions, related to the theory of economic organization, welfare economics, labor economics and health economics. The topics of the course and the analytical methodological approach motivate students to solve theoretical as well as practical microeconomic problems by themselves. Students will also develop the following skills: the use of Slovenian and foreign literature, identification of the problem and its solving with the use of mathematical tools, interpretation and presentation of analytical findings both orally and in writing.				
Content (Syllabus outline)	1. Consumer theory 1.1. Preferences and utility 1.2. The Consumer's Problem 1.3. Indirect utility and expenditure functions 1.4. Properties of consumer demand 1.5. Empirical aspects of demand estimation 2. Choice and uncertainty 2.1. Uncertainty and risk 2.2. Von Neumann-Morgenstern utility function 2.3. Risk aversion 2.4. Practical cases from health economics 3. Production theory 3.1. Production functions 3.2. Cost functions 3.3. Duality in production 3.4. Efficiency analysis with SFA and COLS parametric methods 4. Economics of information 4.1. Moral hazard and adverse selection 4.2. Principal agent models 4.3. Symmetric/asymmetric information 5. Vertical integration and transfer pricing 5.1. Types of vertical integration 5.2. Transfer pricing problem 6. Welfare economics 6.1. 1st and 2nd fundamental theorem of welfare economics 6.2. Social welfare functions 6.3. Arrow's impossibility's theorem 6.4. Sen's theorem of the impossibility of Paretian Liberal 7. Externalities and public goods 7.1. Efficiency and externalities 7.2. Pigouvian tax 7.3. Coase theorem 7.4. Public goods				

New Product Development

Course level	MASTER				
Course code	196655				
ECTS credits	7				
	Lectures 42	Seminar -	Tutorial -	Other type of learning 33	Individual work 135
Teaching Staff	Tanja Dmitrović (tanja.dmitrovic@ef.uni-lj.si)				
Prerequisites	-				
Course objectives and competences	The purpose of this course is to introduce specific problems encountered in the development of new and existing products, services and solutions for consumers, businesses and society.				
Intended learning outcomes	The course is designed to help students manage and control the process of creating opportunities that can contribute to growth and development. Our goal is to understand the key components of a change-oriented system for product/service/solution development and management decisions. The cornerstone is a research project in which teams examine the social environment, product and service delivery in selected areas, and develop an innovative product/service/solution based on user needs. In this course, students are immersed in the process of new product development and learn key tools, techniques, and methods.				
Content (Syllabus outline)	1. Product portfolio and product life-cycle 2. The new products process 3. Product innovation charter 4. Opportunity identification and selection 5. Concept generation and testing 6. Business analysis 7. Product development and testing 8. Market testing 9. Product launch 10. Product withdrawal				

Optimization Methods in Economics

Course level	MASTER				
Course code	196598				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Damjana Kokol Bukovšek (damjana.kokol.bukovsek@ef.uni-lj.si)				
Prerequisites	Knowledge of basic calculus (functions of one variable, derivative and applications, integral, matrices, systems of linear equations, probability theory).				
Course objectives and competences	Introduction to mathematical concepts and methods needed to pursue economic analysis, in particular, to optimization methods.				
Intended learning outcomes	The student deepens the knowledge of mathematical analysis, linear algebra and probability theory and is introduced to optimization methods, which are especially suitable at the mathematical formalization in economics. The acquired knowledge enables comprehension and use of the optimization theory in setting up mathematical models of various economic problems.				
Content (Syllabus outline)	1. Dynamic programming 2. Functions of several variables, continuity, limit, partial derivatives 3. Differential, Taylor's formula 4. Implicit functions, linearization, log-linearization 5. Gradient, extrema, convexity, quadratic forms 6. Constrained extrema, Lagrange method, envelope theorem, Kuhn-Tucker conditions 7. Vector spaces, linear mappings, eigenvectors, matrix decompositions 8. Differential equations, systems of linear differential equations, stability 9. Difference equations, systems of linear difference equations, stability 10. Probability, random variables, moments, limit theorems, random vectors				

Organization and Management

Course level	MASTER				
Course code	196599				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	45	-	30	90
Teaching Staff	Vlado Dimovski (vlado.dimovski@ef.uni-lj.si) Matej Lahovnik (matej.lahovnik@ef.uni-lj.si)				
Prerequisites	Prior knowledge of the fundamentals of organization and management.				
Course objectives and competences	Objectives of the course are to develop and upgrade the knowledge on contemporary concepts of management and organization to be able to: respond to challenges of the global environment and manage diversity and change; respond to ethical challenges, corporate social responsibility and sustainable development; understand the complexity of decision making process in organization; understand contemporary organization theories, organizational structures and processes; recognize influences on organization and organization design; understand corporate governance in its relationship to management; understand forms of inter-organizational alliances.				
Intended learning outcomes	The course is building the understanding and knowledge of fundamental organizational and managerial concepts and of organizational structures and processes in place for assuring the purposeful execution of business processes. It creates an understanding of several organizational phenomena in related fields, like supply chain management, customer relationship management. Applicability of knowledge is in all aspects of managerial work and support functions. The knowledge is built on the principle of combining theory and practice. Students develop analytical skills, capabilities of implementation of planed activities and organization as well as social skills.				
Content (Syllabus outline)	1. Fundamentals of management 2. Management in a global environment 3. Managing ethics and social responsibility 4. Managerial decision-making 5. Managing change and innovation 6. Managing diversity and multicultural management 7. Theories of organization and types of organization 8. Fundamentals of organization, organizational structures 9. Basic organizational relationships 10. Corporate governance 11. Organizational environment 12. Inter-organizational relationships, networks 13. Characteristics of modern organizations				

Pricing Strategies

Course level	MASTER				
Course code	196621				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Mateja Bodlaj (mateja.bodlaj@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To deepen understanding about the importance of pricing for a business performance. To deepen understanding about factors influencing pricing decisions. To show alternative pricing strategies. To develop understanding why a proactive, strategic approach to pricing is better than a purely reactive and tactical approach.				
Intended learning outcomes	- Understanding the complexity of pricing and acquiring basic analytical knowledge and capabilities for pricing decisions in competitive marketing environment. - Understanding the importance of strategic approach to pricing and knowledge about possible pricing strategies in various contexts. - Ability to apply theoretical knowledge to practical examples in the field of pricing strategies and developing capabilities for teamwork.				
Content (Syllabus outline)	1. Setting the price 1.1. Boundaries of a good price 1.2. Profit's sensitivity to price 1.3. Consumer perception-driven pricing 1.4. Price to value 1.5. Psychological influences to price sensitivity 2. Managing price variances 2.1. Price segmentation 2.2. Price promotions 2.3. Discount management 3. Establishing price structures 3.1. Price structure and multipart tariffs 3.2. Add-ons, accessories and complementary products 3.3. Versioning 3.4. Bundling 3.5. Subscriptions and customer lifetime value 3.6. Yield management 4. Pricing strategy 4.1. Competition and pricing 4.2. Product life cycle pricing 4.3. Pricing decisions, ethics and the law				

Purchasing Management

Course level	MASTER				
Course code	196679				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Vlado Dimovski (vlado.dimovski@ef.uni-lj.si) Marko Jakšič (marko.jaksic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	1. The course builds on the basics of business logistics and production management. It present the student advanced purchasing and procurement concepts in companies, related to structuring the purchasing processes within a company, as well as across the supply chain. 2. To teach students to identify problems related to ensuring the efficient ourchasing, integration of purchasing inline with the company's business strategy and within the scope of activities related to supply of products and services. 3. Deep understanding of business models and concepts related to purchasing based on the analysis of multidisciplinary business case studies.				
Intended learning outcomes	The course provides an understanding of important concepts of modern business models, processes and trends. Level of knowledge gained and work on practical business cases ensure that the students get acquainted with the challenges in practice, and effectively use the knowledge to analyze the real life problems.				
Content (Syllabus outline)	General content: 1. Introduction to purchasing management (the role of purchasing and procurement, purchasing process definition, and the importance of purchasing on the firm's profitability) 2. How global trends shape Purchasing. 3. Purchasing behavior of firms (differences between B2C and B2B, purchasing process, the types of purchasing goods and services, the role of purchasing department) 4. Decision making within purchasing: the steps of the purchasing process 5. Negotiation, communication, and (soft) skills of Purchasing Managers 6. Purchasing Organization (factors influencing the organizational structure of purchasing, centralized/decentralized purchasing, interfunctional purchasing responsibility, cooperation and integration of purchasing ...) 7. Purchasing 4.0: Digital Transformation of the Purchasing process and IT tools in Purchasing 8. Purchasing and sustainability 9. Supplier Relationship Management Methodology, technics: 1. Purchasing inteligence and market research 2. Purchasing performance management 3. Supplier assessment, selection and quality 4. Risk management in purchasing				

Quantitative Methods in Finance

Course level	MASTER				
Course code	196592				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	60	45	-	15	90
Teaching Staff	Miroslav Verbič (miroslav.verbic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The students will obtain the knowledge and skills for modern quantitative analysis in finance. They will be able to apply this knowledge to the investigation of economic processes, and also understand the econometric and multivariate methods, approaches, ideas, results and conclusions met in the majority of economic and business books and articles. The students will understand essential differences between time series, cross-section data and panel data, and the specific econometric problems met when working with these types of data. The students should get the skills for construction and development of multiple regression models. The considered methods and models will be mastered practically on real economic data bases with modern econometric software. Key objectives and competences of the course are thus the following: - To expand the knowledge of basic econometric models used in applied economic analysis, where a formal treatment of the models is complemented with empirical applications. - To prepare the students to be able to use econometric methods and multivariate analysis for analysis at an advanced level.				
Intended learning outcomes	The student will learn advanced econometric techniques at graduate level and prepare for independent application of those techniques to various financial and economic problems.				
Content (Syllabus outline)	1. Introduction to quantitative methods in finance 2. Multiple regression model 3. Hypotheses testing 4. Model diagnostics in the multiple regression model 5. Regression models with dummy explanatory variables 6. Distributed-lag regression models 7. Instrumental variables estimation 8. Multivariate analysis 9. Time series modelling and forecasting 10. Discrete choice models 11. Panel data analysis				

Research Methods and Techniques

Course level	MASTER				
Course code	196597				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	60	45	-	15	90
Teaching Staff	Marko Pahor (marko.pahor@ef.uni-lj.si) Jože Rovan (joze.rovan@ef.uni-lj.si)				
Prerequisites	Prior knowledge of undergraduate courses, such as Introductory Statistics and Statistical Analysis.				
Course objectives and competences	To prepare student for individual and group research work to support his or her informed decision-making process in practice.				
Intended learning outcomes	When finished with this course the student should be well-equipped with methodological and analytical knowledge to be applied in individual and group research work to support his/her informed decision-making process in practice.				
Content (Syllabus outline)	1. Introduction 2. Research ethics 3. Theory and practice of measurement 4. Desktop research vs. Field research 5. Survey research 6. Observation studies 7. Experimental research 8. Case study research 9. Introduction to sampling 10. Hypothesis testing 11. Regression analysis 12. Introduction to multivariate analysis 13. Interdependence statistical methods 14. Dependence statistical methods 15. Other analytical methods				

Risk Management in International Business

Course level	MASTER				
Course code	196658				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Katja Zajc Kejžar (katja.zajc@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To develop students' ability to identify, assess and manage the risks that are inherent in international business transactions and to reinforce students' capacities of strategic analysis and application in an international context. Moreover, to develop students' general research ability and their practical skills needed for argumentation, discussion, presentation and negotiation.				
Intended learning outcomes	Students understand the specifics of international business and are able to identify the risks in international business and integrate them in ERM. Students master risk assessment and are capable of applying different methods and techniques of risk analysis by support of risk analysis software tools. Students master hedging techniques and are able to select the optimum mix of risk response strategies in given situation. Students are able to understand and critically evaluate the theory and its correspondence with the practices. They are sovereign in research and its argumentation, discussion, and presentation.				
Content (Syllabus outline)	1. Establishing the context and defining risks in international business -Specifics of international business environment, formal & informal institutions -Development of the concept of country-specific risk and its components: economic, financial, currency, political, social, environmental and cross-cultural risk 2. The nature and measures of risk: - Expected return and standard deviation, mean-variance analysis - Value at Risk (VaR) and Maximum Probable Annual Loss (MPAL) - Diversification and risk - Capital asset pricing model, limitations of mean-variance framework and its alternatives (Arbitrage pricing models, Multi-factor models, Proxy models) 3. Economic and financial risk assessment - Variables and ratios for economic and financial risk assessment, macroeconomic analysis of income and balance of payment developments - Some warning benchmarks for risk management - Case studies 4. Political risk analysis - Methods and techniques: comparative, analytical, econometric techniques - Applications: measuring exposure to political risk in direct investment (macro and micro assessment, integration of risk estimates in the NPV concept) 5. Managing political, economic and financial risk - Covering commercial exposure: internal and external hedging techniques - Managing exposure of FDI: internal and external hedging techniques, political risk insurance - Risk response strategies - A case study on political risk management 6. Evaluating currency (foreign exchange) risk - Foreign exchange markets and exchange rate regimes - The international role and volatility of euro - Currency risk evaluation: transaction, economic and translation exposure 7. Managing exposure to currency and interest rates risks - Internal techniques of exposure management - Managing exposure to currency and interest rates risks by using financial derivatives (exposure to currency and interest rates risks, financial derivatives:, forward contracts, swaps, financial futures, currency options). 8. Risk management in practice - Traditional versus integrated approach (ERM) - Integrating political risk into ERM - A case of ERM in a Slovenian subsidiary of MNC				

Service Design and Innovations in Tourism

Course level	MASTER				
Course code	196646				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Ljubica Knežević Cvelbar (ljubica.knezevic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	This course provides an understanding about the nature of the touristic experience and helps participants to critically assess the relevance and applicability of new approaches to delivering meaningful tourism experiences. Having successfully completed this course, participants will demonstrate ability to: actively participate in service design; develop innovative customer-oriented products and services; ability to present excellent justifications for pricing, marketing and selling decisions; show excellent contribution to the work in project group.				
Intended learning outcomes	On successful completion of this course, the student will be able to: apply theories into practise in order to create innovative customer experiences; apply theme based product development and storytelling in designing tourism services; analyse market opportunities and develop services with a unique business potential; take quality, safety, sustainability and profitability perspectives into account when developing tourism services; plan way of pricing, marketing and selling for the tourism products and services.				
Content (Syllabus outline)	1. Experience economy 2. Nature of touristic experience 3. Service Design as a foundation for innovation in tourism products 4. Tourism product development process 5. Co-creation in tourism 6. Theming and storytelling 7. Sustainable innovations 8. Quality, safety and security 9. Tourism product marketing and selling 10. Pricing tourism products 11. Creating total customer experience				

Strategic Marketing Management

Course level	MASTER				
Course code	196613				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Tomaž Kolar (tomaz.kolar@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Underestanding importance and key concepts of strategic management of marketing function. Acknowledge the process approach to strategic marketing management and the key elements of marketing strategy and marketing plan tools. Acknowledge key tasks, strategic choices and challenges of marketing manager and the importance and tools for creative strategic thinking in marketing. Acknowledge novel trends and approaches relevant for marketing strategy development and key approaches for marketing organization and implementation and measurement of its results. Acknowledge the relationship of marketing with other business functions in delivering marketing programmes. In addition, students develop competences of integrated marketing project (real practice case) and its presentation Also: - to use domestic and international literature and other sources - of team work and reporting (oral, written) - of problem and solution definition and integral marketing implementation on firm level - understanding and analysis of complete integral marketing project and its presentation				
Intended learning outcomes	Systematic, holistic and analytical thinking about marketing problems. Knowledge about strategic and tactical marketing tasks and the capability for preparing briefings and instructions for conduct of particular step of marketing strategy. Capability to identify market opportunities and choose appropriate strategies for value positioning an the capability to structure and evaluate marketing strategy. Knowledge and judgment about the relevance of specific approaches, methods and tools for development of particular step of marketing strategy, knowledge and understanding of cooperation and interfaces of marketing with other business functions and knowledge about effective integration and implementation of marketing programmes.				
Content (Syllabus outline)	1. Market-driven strategy 2. Analyzing Market opportunities and competitive space 3. Researching and Learning about customers and markets 4. Strategic Segmentation 5. Targeting and positioning 6. Customer relationship management 7. Strategic relationships 8. Value innovations and new product development 9. Brand Management 10. Pricing strategy and business models 11. Value-chain strategy and services processes 12. Communication strategy 13. Market-driven organization and planinng 14. Strategy implementation and control				

Sustainomics in Tourism

Course level	MASTER				
Course code	196584				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Tanja Mihalič (tanja.mihalic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- To introduce to students sustainability issues in tourism and the basics of sustainable tourism policy. - To provide background knowledge for sustainable (including economic) behaviour of individual entities of tourism industry: both at national and the enterprise level of operation. - To emphasize the economic dimension, in the sustainability and responsibility context.				
Intended learning outcomes	- Students will get to know the basic literature from the field of sustainable development (sustainomics), environment and environmental economics in tourism. - They will get to know and understand the connections between tourism and the environment, understand why environmental damages and laws emerge, and get to know theories and instruments of environmental policy in tourism. - Theoretically founded knowledge and relations will be applied to practical cases in the field of sustainable tourism development and its influence on the environment and the environmental tourism policies. The usefulness of knowledge is also reflected through field work or through cooperation with touristic companies, the government sector and other international tourism organisations. - With their own application of the gained knowledge and the method of transfer of best practices onto the selected fields the students will be able to reflect on their gained knowledge and experiences. - During the implementation of the course the students will acquire, develop and strengthen specific skills: *use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of teaching tools, mostly electronic; use of different procedures and skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.*				
Content (*Syllabus outline*)	1. Tourism 2. Tourism impacts 2.1. Impacts on economic environment 2.2. Impacts on natural environment 2.3. Impacts on cultural environment 2.4. Impacts on social environment 3. Environmental theories on the existence and prevention of environmental damage 4. Environmental policy in tourism 5. Instruments of environmental policy and their application to tourism 5.1. Administrative instruments 5.2. Fiscal instruments 5.3. Market instruments 6. Monitoring of environmental impacts and indicators 7. Applicability of environmental policy 8. Case studies				

Teams and Teamwork in Organizations

Course level	MASTER				
Course code	196612				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Robert Kaše (robert.kase@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To familiarize participants with advanced concepts about work in groups and teams. To facilitate in-depth understanding of team processes and team development. To teach participants how to organize teams and how to be an effective team member and leader. To teach participants how to manage multi-team projects/systems.				
Intended learning outcomes	Applicability of teamwork for various tasks. Students will learn about the types of teams and how to organize them (e.g., select members, provide resources), how to build and develop a team. In addition, they will learn about the recognition of team characteristics and processes (e.g., cohesiveness, team affect, interpersonal perception, trust, conflict, influence). Students will also learn how are teams positioned within organizations and the characteristics of specific team types. Moreover, students will understand how team results emerge from interactions between members and how do the high performance teams differentiate from low performance teams.				
Content (Syllabus outline)	1. Why teams? Task typology and interdependence 2. Team definition and team taxonomy 3. Team organization: Team composition and teamwork context 4. Team development and stages of team maturity 5. Team characteristics, processes and emerging states: cognitive, affective and behavioral aspects 6. Organizational and system embeddedness of contemporary teams 7. Management of multi-team systems 8. Featured teams: Virtual teams, Top management teams, New venture teams 9. Emergence and team outcomes (performance) 10. Characteristics of high performance teams				

Tourism Economics and Tourism Policy

Course level	MASTER				
Course code	196656				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	15	165
Teaching Staff	Daša Farčnik (dasa.farcnik@ef.uni-lj.si) Kir Kuščer (kir.kuscer@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	• Familiarize students with the concept of tourism economics and policy. • Show economic functions, economic instruments, development of instruments of tourism policy and its power. • Develop knowledge for shaping and use of tourism policy instruments on the cases from practice, with respect of the limitations from broader environment. Train students to use theoretical knowledge on practical examples.				
Intended learning outcomes	Students will get acquainted with the basic literature from the field of tourism economics and policy. They will get to know and understand the connections between tourism and economic development, types of tourism policies, strategies, instruments for achieving goals and cases of good practice. Theoretically founded knowledge and relations will be applied to specific cases in practice from the field of tourism development and its economic impact and also from the field of use of tourism development strategies and instruments of tourism policy. The usefulness of knowledge is also reflected through fieldwork and through cooperation with tourism companies, government sector and other tourism entities. During the course, students will acquire, develop and strengthen specific skills: use of domestic as well as foreign literature especially articles, internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of didactic tools, mostly electronic; use of different skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.				
Content (Syllabus outline)	Economic functions. Economic instruments and environmental protection in tourism. Governments and leisure, sport and tourism – framework and perspectives. Needs and benefits – implications for public policy. Human rights and citizenship rights – connection to tourism policy. Role of the market and role of the state – connection to tourism impacts, environmental internet sources and the use of electronic library of World Tourism Organization; collecting data from traditional and electronic sources; assessment and interpretation of data; use of didactic tools, mostly electronic; use of different skills of public appearance as well as written and oral reporting and discussion; critical thinking and reporting; identifying and solving problems; project group participation, etc.				

Tourism Marketing

Course level	MASTER				
Course code	196657				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Ljubica Knežević Cvelbar (ljubica.knezevic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Hospitality and tourism products and their consumers are significantly different from other goods and services. This course examines these variances and their implications to tourism marketing strategy and applications. The objectives of the course are to: examine the role of marketing within the strategic planning process in tourism organisation; teach students the applications and techniques of marketing strategy in tourism organisations.				
Intended learning outcomes	At the end of the course, students will be able to: clarify the characteristics of tourism products and consumers and the implications of these differences to marketing strategy; develop and implement market segmentation, target market and positioning strategies; develop and manage a tourism product portfolio; develop and implement and tourism revenue management plan; develop and implement a plan to create, monitor and manage service quality in tourism settings; develop and implement a customer relationship program.				
Content (Syllabus outline)	1. Introduction to Marketing - Definition of marketing - The marketing process - Historical perspectives 2. Services and Relationship Marketing - Unique characteristics of service - Relationship Marketing - Experiential Marketing - Unique characteristics of tourisms 3. The Gaps Model of Service Quality - The service value chain - Customer service expectations - Customer perceptions of service 4. Marketing Research - Consumer research - Competitive research - Industry research - Environmental scanning 5. Market segmentation - Market positioning - Market segmentation - Target market selection 6. Relationship Marketing - Service failure and recovery - Firing the customers 7. Services Pricing - Pricing models - Revenue managemt in tourism 8. The Financial and Economic Impact of Services - ROI of services marketing - Offensive and defensive marketing strategies - Company performance measurement				

MASTER COURSES

in SPRING semester

Artificial Intelligence with Deep Learning

Course level	MASTER
Course code	196714
ECTS credits	7

Lectures	Seminar	Tutorial	Other type of learning	Individual work
18	12	-	45	135

Teaching Staff	Kokol Bukovšek Damjana (damjana.kokol.bukovsek@ef.uni-lj.si) Korenjak Černe Simona (simona.cerne@ef.uni-lj.si)
Prerequisites	Familiarity with basic knowledge of statistical and computer science approaches to data anylsis is recommended. Basic knowledge of Python is needed. Before the beginning of the course, we intend to organize a short introduction to Python.
Course objectives and competences	Introduction of students to artificial intelligence with emphasis on modern approaches (deep learning and reinforcement learning). The course focuses on a practical part with concrete examples for the application of the presented approaches.
Intended learning outcomes	The student will learn the major topics in artificial intelligence with its advantages and limitations. Emphasis is placed on modern approaches such as Deep Learning and Reinforcement Learning. The acquired knowledge will enable the student to understand how practical examples of artificial intelligence applications work.

Content (Syllabus outline)

1. ARTIFICIAL INTELLIGENCE (AI) - INTRODUCTION
   - 1.1. What is AI
   - 1.2. History of AI
   - 1.3. Risks and Benefits of AI
   - 1.4. Some applications
2. LEARNING FROM EXAMPLES
3. DEEP LEARNING
   - 3.1. Simple Feedforward Networks
   - 3.2. Input encoding
   - 3.3. Output layers and loss functions
   - 3.4. Hidden layers
   - 3.5. Learning algorithms
   - 3.6. Generalization
   - 3.7. Convolutional Neural Networks (CNN)
   - 3.8. Recurrent Neural Networks (RNN)
4. INTELLIGENT AGENTS
5. REINFORCEMENT LEARNING
   - 5.1. Learning from rewards (Markov decision process)
   - 5.2. Passive reinforcement learning
   - 5.3. Active reinforcement learning
   - 5.4. Generalization
6. EXAMPLES
   - 6.1. Example of use of neural networks
   - 6.2. Using regular convolutional neural networks for face and facial expression recognition with deep face - part 1
   - 6.3. Using regular convolutional neural networks for face recognition and facial expression with deep face - part 2
   - 6.4. Reinforcement Learning with Python (gym)- how to land lunar module on moon - part 1
   - 6.5. Reinforcement Learning with Python (gym) - how to get mount car to the top of the hill - part 2

Business Communication for Managers

Course level	MASTER				
Course code	196650				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Jana Žnidaršič (jana.znidarsic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Getting familiar with the basics of polite behavior, including business rules, as well as protocol in day-to-day state events. Developing business communication skills, from writing with style to assertiveness in communication. Developing the basic skills concerning the effective meetings, negotiations and communication in tricky situation in general.				
Intended learning outcomes	Students get familiar with the fact, that good communication can help to open many doors, be it in business or private life. Students do understand that communication plays esential role in good business relationships and consequently in good business results. They do understand that the communication proces can be very challenging. Simultaneously, they get familiar with the fact, that patience and understanding are essential to creating an open and direct line to ensure achieving business goals successfuly. They get necesary practical knowledge for effective business communication.				
Content (Syllabus outline)	1. The communication process 2. Persuasive communication: Psychological and social elements of communication 3. Communicating with coworkers (different tricky situations) 4. Persuasive communication using different assertiveness techniques 5. Cross-cultural communication 6. Business Etiquette 7. Business negotiations 8. Communication within group of co-workers 9. Effective presentations: Public speaking and presentations				

Business Intelligence and Analytics

Course level	MASTER				
Course code	196603				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Jurij Jaklič (jurij.jaklic@ef.uni-lj.si)				
Prerequisites	Knowledge of principles of databases (relational data model, querying) and knowledge of spreadsheets basics.				
Course objectives and competences	To acquaint students with the methods and tools for business decision making. Business aspects and practical application are emphasized.				
Intended learning outcomes	Management of key concepts in the field of information technology as a support for business decision making, technological bases and tools. The topic is illustrated with various business cases. Students will be able to use various IT tools. Cases are discussed theoretically within the lectures and practical exercises. Preparation and presentation of the project work.				
Content (Syllabus outline)	1. Analytical decision processes 2. Business intelligence applications 3. Technologies 4. Data architecture 5. Self-service business intelligence 6. Big data 7. BIS development 8. Multidimensional analytics / OLAP 9. Predictive analytics: Data mining 10. Business value of business intelligence				

Business with Central Asia: Key Issues and Topics

Course level	MASTER				
Course code	196649				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Gregor Pfajfar (gregor.pfajfar@ef.uni-lj.si)				
Prerequisites	Recommended knowledge/familiarity with: basic concepts and techniques from international business and marketing; basic analytical tools for analysis international markets, industries and companies; basic concepts related to culture studies and cross-cultural comparisons – cultural typologies: Hofstede, GLOBE, Hall etc.				
Course objectives and competences	Connect with a business partner from Central Asia (initial contact). Effectively communicate and negotiate with a partner from Central Asia. Search for information and conduct a PESTLE analysis for a selected market in Central Asia. Assess various types of risk in doing business in Central Asia. Identify business opportunities in a given Central Asian market. Conduct a market analysis for a selected product in a given Central Asian market.				
Intended learning outcomes	History basics of Central Asia and understanding the key economic characteristics of economies in Central Asia, their differences and similarities. Understanding the basic properties of business environments in Central Asia, their differences and similarities. Familiarity with the basic cultural characteristics of individual Central Asian countries, understanding their differences and similarities. Familiarity with the basic principles of business culture, etiquette, customs, business communication and negotiations with individual cultures of Central Asia. Understanding the fundamentals of marketing and consumer characteristics in Central Asia and individual markets. Understanding of the key issues and challenges in Central Asia and individual countries. Understanding the geo-political and geo-economic importance of Central Asia in the 21st century. Preparation of a business project for market entry into a selected market of Central Asia or business project with a business partner from Central Asia.				
Content (Syllabus outline)	1. Course introduction – putting the »TANs« on the geo-economic and -political map in the 21st century 2. Short history of Central Asia 3. Overview of Central Asian economies: key economic indicators, competitiveness and key challenges 4. Business environments of Central Asian markets: similarities and differences 5. Central Asia and the world economy: foreign trade and FDIs 6. Cultural differences, similarities and specifics of Central-Asian countries and cross-cultural comparisons with western culture 7. Central Asia's business culture, etiquette and negotiations 8. Marketing and consumers in Central Asia 9. Sustainable development and key challenges 10. Project presentations				

Corporate Social Responsibility

Course level	MASTER				
Course code	196623				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Adriana Rejc Buhovac (adriana.rejc.buhovac@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- understand the role of ethical theories in CSR development, as well as the key challenges of modern management and business practice - understand key challenges in developing and implementing CSR/corporate sustainability projects - develop program logic models for CSR/corporate sustainability projects - design strategy maps/causal linkage models for CSR/corporate sustainability projects - develop and implement field study tools (questionnaires, interview protocols, experiment designs etc.) for measurement of social, environmental and economic impacts (i.e. social impact analysis, performance measurement) - understand the tensions and dilemmas that managers are facing while trying to simultaneously manage socila, environmental, economic and financial performance (i.e. sustainability trade-offs) - demonstrate the ability to provide arguments, make considered decisions, and act in a way that is ethical and socially/environmentally responsible				
Intended learning outcomes	- Awareness of trends and key challenges in CSR and corporate sustainability. - Knowledge and skills in CSR/social impact program development and design of program logic models. - Knowledge and skills in CSR/social impact program implementation.				
Content (*Syllabus outline*)	1. Introduction to corporate social responsibility and corporate sustainability - key concepts, trends, issues and theoretical schools. 2. The Corporate Sustainability Model--a practical tool to plan, execute and control CSR/social impact projects for achieving greater social, environmental and economic impacts. An overview of world's leading corporate practices and sustainability leaders in Slovenia. 3. Project (workshops): identification of a social, environmental or economic issue and development of a real-life CSR/sustainability project for selected organization: o development of of project purpose and goals o development of program logic models o development of causal linkage maps, o development of KPIs for measurement and reporting - proposal of methodology to measure social, environmental and economic impacts 4. Project presentations 5. Additional topic: Capital investments and the integration of sustainability risks into investment decisions.				

Corruption and Development

Course level	MASTER				
Course code	196630				
ECTS credits	7				
	Lectures 30	Seminar -	Tutorial -	Other type of learning 45	Individual work 135
Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	In the last decade corruption became an extremely important issue in development economics. Corruption is recognized as a major obstacle to the economic development as well as to making effective use of development aid in many undeveloped countries. Moreover, corruption is considered as a factor that negatively affects economic growth in developed countries . The course intends to examine the reasons for corruption occurrence and its social, political and economic consequences. The course has three objectives. First, to consider a theoretical framework, forms and consequences of corruption for economic development. Secondly, to study domestic and foreign corrupt cases in order to examine specific forms of corruption and the difficulty in identifying phenomena and in obtaining and analyzing data. And thirdly, to examine best practices in detecting and preventing corruption worldwide.				
Intended learning outcomes	To examine the reasons for corruption occurrence, corruption forms and its social, political and economic consequences, both on the basis of the analysis of economic theory and practical examples. The course will prepare students for work in the environment, where unethical and corrupt practices appear in daily business. It will enable the students to make ethical decisions, how to act when corrupt practices occur and how to prevent corruption. Moreover, it will give students the ability to understand theories and practical experiences of corruption. Lastly, it will allow for identification and problem solving, critical analysis, synthesis, writing articles, reflections on the read literature, team work and building of social skills.				
Content (Syllabus outline)	1. Course overview, corruption in business sector 2. Costs of Corruption; Assessing vulnerabilities 3. Social, political, and economic effects of corruption 4. Culture and corruption (cultural differences in defining morality and decision making in business transactions) 5. Good governance and corruption prevention programs 6. Multinational business and anticorruption agreements 7. Integrity and leadership. 8. Case studies. Course wrap up.				

Customer Experience Management

Course level	MASTER				
Course code	196635				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	15	-	15	45	135
Teaching Staff	Tanja Dmitrović (tanja.dmitrovic@ef.uni-lj.si) Mojca Indihar Štemberger (mojca.stemberger@ef.uni-lj.si)				
Prerequisites	The student has to be enrolled in the master degree study programme.				
Course objectives and competences	Customer Experience Management (CXM) is a contemporary business practice designed to put an enterprise into closer touch with its customers in order to learn more about them on an individual level and, on this basis, deliver greater value to each of them. It includes a set of approaches to understand the principles of acquisition, retention and growth of the value of consumer base, and influence customer experience If implemented properly, CXM may become an invaluable source of sustainable competitive advantage, creating higher value for the customers, as well higher profits for the firm., CXM is a business philosophy that has to permeate the entire organisation in order to produce results. In this course the students will understand customer-cantered marketing approaches. They will get acquainted with methods and technics related to CXM, together with information technology, enable generating marketing intelligence and lead to effective and efficient management of customer customers.				
Intended learning outcomes	The student will know the methods and tools that allow the use of data collected in the company for the effective management of customer experience and evaluate the effectiveness of marketing strategies in the company. They will understand the importance of combining different functional views in the company for obtaining information about clients and designing marketing strategies. At the basic level, the student will be able to use CXM tools and use different methods in this field in practice, as the course is based on ongoing work, with an emphasis on solving practical problems.				
Content (*Syllabus outline*)	1. Evolution of relationship with customers and introduction to customer experience management (CXM) 2. Consumer journey and omnichannel management 3. CXM metrics 4. Customer value 5. Differentiation between customers 6. IT support to customer experience management 7. Methodology for CXM implementation 8. Business process modelling for CXM 9. Methods and tools for analytical CXM				

Data-Driven Trade Analysis

Course level	MASTER
Course code	196590
ECTS credits	7

Lectures	Seminar	Tutorial	Other type of learning	Individual work
45	30	-	15	120

Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si) Črt Kostevc (crt.kostevc@ef.uni-lj.si) Katja Zajc Kejžar (katja.zajc@ef.uni-lj.si)
Prerequisites	Participation to the course requires a basic background in: Intermediate micro; Intermediate macro; International economics and Econometrics
Course objectives and competences	- Provide hands-on experience in data-driven trade analysis . - Impart framework for handling large volumes of data, recognize and explain patterns in data. - Develop the competencies for a critical evaluation of global economic issue. - Familiarize students with recent developments in the field of trade and policy, including the most recent contributions dealing with the topical issues of global economy - Provide students with contemporary tools for the analysis of the main issues in global economy. - Secure students' understanding of effects and causes behind complex global processes. - Help build students' competencies to address the challenges that globalization raises for individuals, businesses, nations, and the world economy.
Intended learning outcomes	1. Knowledge of most recent concepts in international economics. 2. Understanding of benefits and potential negative effects of various forms of global and regional integration. 3. Knowledge and understanding of analytical methods and approaches in estimating benefits and potential negative effects of various forms of globalization. 4. Laying the foundation for scientific and professional research
Content (*Syllabus outline*)	Econometric analysis on firm-level data: database formation, empirical model specification, estimation, discussion of results. Related to the following topics: 1. Firm Heterogeneity and International Trade: trade liberalization and intra-industry reallocations, selection process, comparative advantages and heterogeneous firms 2. Exporters' Behaviour in Global Markets: export diversification, product-market mix dynamics, exporting and firm performance 3. Multinational Firms, Global Value Chains, and Incomplete Contracts: global sourcing models, firm boundaries, integration vs. outsourcing, sequential value chains and upstreamness, contract enforcement and intellectual property rights protection, empirical approaches 4. Trade in Services: services in GVCs, World Input-Output Database analytics 5. Economic Geography: location, production networks, spatial and urban economies, regional development 6. Gravity in Trade: proper specification of gravity model, the intensive and extensive margins, border puzzle, information frictions in trade, application: measuring trade effects of free trade agreements 7. Trade and Labour Market: migration and wage inequality, trade and income inequalities, costs of redistribution, labour market polarization 8. Trade, Growth and Institutions in Global Markets: trade and growth causalities, technology diffusion, trade and institutional change 9. Granularity: impact of firm-level hubs on the propagation of trade shocks and aggregate output fluctuations 10. Globalization and Trade Policy, Economic Integration Processes and New Global Economic Order 11. Innovation, Imitation &Technology Diffusion: measurement, theory, empirics and policy

Destination Management and Marketing

Course level	MASTER				
Course code	196595				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Ljubica Knežević Cvelbar (ljubica.knezevic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- To know the importance of a holistic tourist offer that is formed in a tourist destination. - To know the major stakeholders at the tourist destinations. - To know the methodology and design systems of tourist destinations development. - To know functions of DMOs. - To know the financing of DMOs. - To know the marketing of tourist destinations. - To know the monitoring of competitiveness of tourist destinations. - To understand the concepts of sustainable development at the destination level - To understand the digital transformation process of the destinations - To know the examples of tourist destination management.				
Intended learning outcomes	Students learn about the basic and specific concepts and definitions of touristic destination, literature, authors and practical cases of selected tourist destination management. They get to know the DMOs functions, organization of tourist destinations, and financing. They become familiar with tourism trends and can reflect on future development. They also gain knowledge in sustainable and digital transition of tourism destinations.				
Content (*Syllabus outline*)	1. Introduction 2. Definition of tourist destination and destination management organisations at local, regional and national level 3. Tourism stakeholders 4. Destination management organisation (DMO) functions in the past, currently and in the future 5. DMO financing 6. New paradigm in destination management – St Gallen Destination management model 7. Marketing of tourist destination 8. Sustainable development and measurement of sustainable development at the destination level 9. Digital transformation of DMOs 10.Examples of good practices				

Digital Business

Course level	MASTER				
Course code	196495				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Miro Gradišar (miro.gradisar@ef.uni-lj.si) Aleš Groznik (ales.groznik@ef.uni-lj.si) Peter Trkman (peter.trkman@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To understand the transition to a new form of business - e-business. To understand economic, technical, organizational and sociological aspects of changes in the transition to e-commerce. To understand key strategy and new business models in e-commerce.				
Intended learning outcomes	The course will enable students to: understand the opportunities which information technology is offering in e-business; understand the methods of e-business information system implementation; design new organizational structures and business processes in digital era; gain the ability to express their information needs and determining ways to meet them; develop the skills of gathering and use domestic and foreign literature and other sources, gathering and interpreting data, using of ICT and other teaching materials, using of different procedures, reporting (verbal and written), identifying and solving problems, performing critical analysis, synthesis, writing articles, reflecting on literature read, working in teams, etc.				
Content (Syllabus outline)	1. Running business in the information era 2. Business, technical, organizational and 3. Sociological issues of e-transformation 4. Information systems for e-business 5. Analysis and design 6. Implementation and security 7. E-strategy 8. Supply Chain Management, 9. Customer Relationship Management, 10. Product Lifecycle Management 11. New e-business models 12. Clusters, 13. Virtual organizatons 14. E-payment systems 15. E-commerce UI design 17. Online retail 18. Business models in digital economy 19. M-business 20. IoT 21. Social networks, portals and auctions				

Digital Marketing

Course level	MASTER				
Course code	196359				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Mateja Kos Koklič (mateja.kos@ef.uni-lj.si)				
Prerequisites	Knowledge of basic marketing content.				
Course objectives and competences	To develop thorough knowledge about digital marketing as a business concept and to develop skills to comprehensively combine digital marketing with other forms of marketing. To instill a sense of careful monitoring of the competitive environment of the company and positive orientation toward change in students. To accustom students to teamwork and to use the acquired knowledge to solve concrete problems.				
Intended learning outcomes	- Understanding the specifics of online micro-and macroenvironment. - Understanding the role of digital marketing in marketing management. - Understanding the similarities and differences between marketing in traditional and digital environments. - Understanding the changing role of consumers in digital environment. - Being able to apply new digital marketing methods and techniques. - Being able to analyze the situation, set goals, define strategies and choose tactics in the context of digital marketing. - Knowing about current digital marketing tactics and their potential for reaching marketing goals.				
Content (Syllabus outline)	1. Online micro- and macro-environment analysis 2. Changing role of the consumer in digital environment 3. Strategic approach to digital marketing 4. Specifics of market research in digital marketing 5. Developing and managing digital presence 6. Content strategy 7. Digital media and marketing communication 8. Marketing communication activities in digital environment 9. Retailing in digital environment 10. Mobile marketing 11. Interaction with customers on social media 12. Social media marketing and other digital communication activities 13. Contemporary issues in digital marketing				

Economic Policies of the EU

Course level	MASTER				
Course code	196586				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	45	-	30	90
Teaching Staff	Mojmir Mrak (mojmir.mrak@ef.uni-lj.si) Vasja Rant (vasja.rant@ef.uni-lj.si)				
Prerequisites	Prior knowledge of microeconomics and macroeconomics is recommended.				
Course objectives and competences	The main objective of the course is to broaden and deepen the understanding and knowledge of the students about those economic policies of the EU that have direct and indirect impact on activities of economic and other institutions on the internal market of the EU. Based on this course students will be able to understand the practical operation and theoretical logic of key EU economic policies and working of EU institutions. They will also be able to understand the division of responsibilities between the member states and the EU in determining the concept, implementation and monitoring the effects of EU economic policies.				
Intended learning outcomes	This course primarily addresses the economic aspect of European intergation. Its understanding, however, can not be complete, when not placed into the context of other aspects of european integration, including historical, legal, institutional and political. The course therefore assumes that students already have some basic knowledge of fundamental characteristics of the EU, its history and, particularly, its institutions. After a short look at historical, legal, institutional and political aspects of European integration, the first part of the course will focus on the presentation of theoretical economic logic of Eurpoean integration, both at microeconomic and macroeconomic levels, as well as practical aspects of the Single European market, its four freedoms and problems & limitations with respect to full implementation of these freedoms. In discussing EU economic policies, the course will start by presenting individual common EU policies which are designed and implemented predominantly or even exclusively on the EU level (trade, agricultural, monetary and competition policies). The remainder of the course will deal with selected EU economic policies, where the EU and its member states share competences (EU economic governance, cohesion and competitivenss policies, environmental, climate and energy policies). The course will also cover, particularly in the context of seminars, current challenges for EU economic policies. In this course, the students are expected to learn key characteristics of all major EU economic policies. This should help them in monitoring and analysing these policies, as well as formulating and implementing appropriate response strategies for different stakeholders. Knowledge gained through this course should encourage students to further study those economic policies which they encounter in their working careers and tasks and should also particularly improve their employability in those segments of the economy that deal with different aspects of EU economic policies.				
Content (Syllabus outline)	1. EU fundamentals and institutions 1.1. Evolution of European integration 1.2. Economic fundamentals of the EU 1.2.1. Microeconomic fundamentals 1.2.2. Macroeconomic fundamentals 1.3. EU institutions and decision making 1.4. EU budget 2. EU single market 2.1. Evolution of the Single market 2.2. Four freedoms of the Single market 2.3. Removing physical barriers 2.4. Removing technical barriers 2.5. Removing tax barriers 3. EU policies with exclusive/predominant EU competence 3.1. Monetary policy 3.2. Trade policy 3.3. Agricultural policy 3.4. Competition policy 4. EU policies with shared member states' and EU competences 4.1. EU economic governance 4.2. Cohesion (regional) policy 4.3. Competitiveness policy (Europe 2020) 4.4. Environmental and climate policy 4.5. Energy policy 4.1. Industrial policy 4.3. Transport policy 5. Current challenges for EU economic policies 5.1. Euro area challenges 5.2. Migration and security challenges 5.3. Political challenges				

Economics of Smart Cities and Communities

Course level	MASTER				
Course code	196725				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	30	180
Teaching Staff	Anton Manfreda (anton.manfreda@ef.uni-lj.si) Polona Domadenik Muren (polona.domadenik.muren@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The aim of the course is to introduce the smart city concept and different trends that are assuring green future together with guidelines for smart city transformation. In this course, students will gain understanding of digital transformation as a key driver of change in cities and communities. The course will also provide students with the information about essential smart city elements, with special emphasis on the smart mobility. The aim of the course is also to present different smart city initiatives as well as issues related to developing smart cities and communities. The aim is also to learn how to analyze and compare existing smart city and community projects and to analyze smart community data using R and other related software.; The course will provide students with the opportunity to critically evaluate, optimise and manage smart solutions for citizens and organizations in the urban surroundings and other environments. The course will also provide the students with the opportunity to develop the skills of analysing different approaches of smart city development as well as managing obstacles for it.				
Intended learning outcomes	After successfully completing the course, the students will be able to: determine the concept of smart city and green future based on identified megatrends (ageing, pollution, digitalisation); develop a broad and systematic insight into the importance of designing smart cities from economics, management and technology adoption perspective; recognize the key drivers of smart cities and communities and develop the ability to critically evaluate the situation at the level of technology, the needs of individual cities and the availability of financial and human resources; develop the ability to empirically assess the importance of individual factors to the success of smart city design; justify the importance of maturity models for evaluating smart city success; apply innovative business models to the concept of a smart city and community; develop the ability to understand the importance of data tools; develop the ability to use methodological tools (SWOT, Cost-benefit Analysis, incremental analysis) to assess different alternatives from business and economics perspective; identify main obstacles for developing smart cities and communities; asses future trends related to the mobility segment analyse different implementation practices				
Content (Syllabus outline)	Part 1: Digitalization and the society Digitalization and digital transformation Digital transformation of the society The concept and the drivers of green future Challenges for cities and communities Innovative business models' concept Part 2: The smart city concept Elements of smart city Underlying technologies and their adoption Guidelines for smart city transformation based on diversification and vertical integration Smart city maturity models Part 3: Smart City Economics The aspect of improving the quality of life Identifying market opportunities based on new technologies and Society 5.0 Understanding the value added of the innovation ecosystem Designing new business models for smart cities' and communities' application Part 4: Smart Cities, Smart People and Smart Governance Understanding the interconnections between well-being of people, technologies and governance The importance of Digital Twins in managing smart cities and communitiesCase Study: Cost-benefit analysis of digital transformation projects in smart cities Part 5: Smart city issues and initiatives Obstacles for developing smart cities or communities Privacy and security concerns Intelligent Buildings, Smart Transportation and mobility Financial constraints of smart cities' development Case studies of different implementation practices Part 6: Urban Development and future opportunities The City as a system of systems Smart cities macro view & case studies Big data analysis on city operation data Smart urban infrastructure and energy system				

Financial Institutions Management 2

Course level	MASTER				
Course code	196593				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Marko Košak (marko.kosak@ef.uni-lj.si)				
Prerequisites	Students are expected to master the following topics usually covered in banking/bank management/financial intermediation/financial institutions & markets courses: basics of financial intermediation; characteristics of the key financial institutions; fundamentals of the key financial risks in financial institutions; fundamental knowledge on regulation of financial institutions and markets; elementary characteristics of the key financial markets – how they work and how they are interconnected. Additionally, students are expected to master the following topics usually covered in corporate finance courses: time value of money, valuation of financial assets, capital budgeting decisions, structure of capital and financial leverage.				
Course objectives and competences	Upgrading of the knowledge about financial institutions, as it was covered in other courses. Students are expected to become familiar with different types of risks important for financial intermediaries. The emphasis is on the risk aspects, that are more important from the point of view of financial intermediaries.				
Intended learning outcomes	Students learn about key financial and nonfinancial risks in financial institutions at the advanced level. They are familiar with risk management techniques and their applications in financial institutions. Students are able to do their own further research in the relevant literature, collect data and relevant information for successful application of learned skills and techniques.				
Content (Syllabus outline)	1. Risks of financial intermediaries 2. Market risk - estimation of exposures and hedging 2.1. Different possibilities for market risk measurement 2.2. Var models for market risk measurement 2.3. Models that are not based on Var method 2.4. Hedging against market risk 3. Interest rate risk - estimation of exposures and hedging 3.1. Factors determining interest rate risk exposures 3.2. Hedging against interest rate risk 4. Foreign exchange risk - estimation of exposures and hedging 4.1. Significance of FX risk measurement and measurement models 4.2. Hedging against FX risk 5. Credit risk - estimation of exposures and hedging 5.1. Different models for credit risk measurement and their applications 5.2. Hedging against credit risk 6. Operational risk - estimation of exposures and hedging 6.1. Formation of data basis for operational risk management 6.2. Models for operational risk measurement 6.3. Management of operational risk 6.4. Hedging against operational risk 7. Stress testing and scenario analisis 7.1. Typology of stress tests and their applications 7.2. Design of stress tests and interpretations of the results 7.3. Generation of scenarios 8. Model risk 8.1. Potential dangers in the use of models 8.2. Risk management mistakes				

Geofinance

Course level	MASTER				
Course code	196755				
ECTS credits	7				
	Lectures 30	Seminar -	Tutorial -	Other type of learning 45	Individual work 135
Teaching Staff	Mojmir Mrak (mojmir.mrak@ef.uni-lj.si) Vasja Rant (vasja.rant@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	TBD				
Intended learning outcomes	TBD				
Content (Syllabus outline)	TBD				

Globalization and Multinational Firms

Course level	MASTER				
Course code	196626				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si) Črt Kostevc (crt.kostevc@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To familiarize the students with the functioning of multinational firms, their specifics and their impact on competitors and host-country characteristics; comprehend the rigorous mathematical models of multinational firms in the context of trade models; analyze the role multinational firms play in the age of globalization.				
Intended learning outcomes	Students will get to know the primary differences in the way multinational firms function compared to local or national firms. The role of multinational firms will be explored through the ages and specifically during the latest globalization epoch. Knowledge of economic modeling of firm behavior and investment as well as trade will be upgraded and expanded allowing students to obtain tools for a detailed theoretical and empirical analysis of the way multinational firms function and how they impact their surroundings.				
Content (Syllabus outline)	1. Globalisation its manifestations and its consequences; 2. International trade and/or international production 3. Multinational firms 4. Evolution of the multinational firm 5. Theoretical models of multinational firms 6. Empirical research regarding the multinational firm and its impact on the business environment 7. Analysis of the operation of Slovene multinational firms				

Integrated Marketing Communications

Course level	MASTER				
Course code	196628				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	12	33	135
Teaching Staff	Vesna Žabkar (vesna.zabkar@ef.uni-lj.si)				
Prerequisites	Basic marketing course successfully passed (e.g., Principles of Marketing)				
Course objectives and competences	- Deepen the knowledge to integrate different forms of marketing communications in IMC. - Passing on knowledge for efficient and effective management and implementation of IMC. - Develop ability to formulate strategies, planning, implementation and evaluation of IMC strategies.				
Intended learning outcomes	Knowledge and understanding: Students acquire in-depth knowledge and understanding of concepts in the field of IMC, the analysis of IMC environment, strategic planning of IMC campaigns, design, development, implementation and evaluation of creative strategies, media strategies and assessing the performance of acquired skills in IMC: planning, implementation and evaluation of IMC strategies. In this context, they identify the target audience, set goals and prepare communication ideas and plans for their implementation, prepare media strategy and plan for assessing the efficacy / effectiveness of the implementation of IMC programs. Student is capable, based on an understanding of theory and experience in the preparation of the project, to critically evaluate consistency between the theoretical principles and practical conduct. Application of domestic and foreign literature, collecting and interpreting data, identifying and resolving problems of communication, analysis and synthesis, social skills, work in teams and reporting (oral and written) and in the use of ICT and other teaching materials.				
Content (Syllabus outline)	1. Integrated marketing communications (IMC) in Business and Society 2. Analyzing the IMC Environment 2.1. IMC and Consumer Behavior 2.2. IMC Research 3. Strategic IMC planning (advertising, sales promotions, publicity, direct marketing, digital marketing) 4. Creative Strategy Planning 5. Creative Strategy Execution 6. Media Strategy with emphasis on digital media 7. Measuring IMC Effectiveness 8. Ethical and Regulatory Aspects of IMC				

International Business and Geopolitical Challenges

Course level	MASTER				
Course code	196749				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	27	135
Teaching Staff	Anastas Vangeli (anastas.vangeli@ef.uni-lj.si)				
Prerequisites	Basic understanding of international business, its risks and dynamics of international business environment; understanding the tools for international markets analysis, industries and multinationals; understanding the geostrategic and geopolitical challenges in today´s international business world.				
Course objectives and competences	- Understand the difference between risk and uncertainty how to manage them in international business environment. - Integrate foundational concepts of geopolitics/geostrategiy in international companies. - Use scenario-mapping techniques to foresight potential disruptions and design strategic responses. - Develop targeted nonmarket stakeholder engagement and communication plans. - Examine ethical and social implications of corporate actions in contested political environments. - Integrate eclectic sources to inform strategic decision-making. - Demonstrate effective teamwork and leadership by adapting rapidly to unfolding global events in simulated crises.				
Intended learning outcomes	- Recognize how state and non-state actors exert influence on markets, regulations, and companies' activities. - Learn to anticipate shifts in volatile, ambiguous, complex and uncertain (VUCA) contexts to inform resilient, long-term planning. - Develop sensitivity toward diverse socio-cultural, institutional and ideological environments. - Understand how geopolitics and geoeconomics of resources, climate, and sustainability affect international business. - Understand the link between geopolitics/geostrategy and technology, and its impact on international business. - Encourage responsible decision-making when operating across conflicting social, environmental, and political interests.				
Content (*Syllabus outline*)	1. Introduction: the interplay between geopolitics and business, historical and contemporary overview 2. Boardroom geopolitics: how companies navigate geopolitical uncertainty 3. The impact of identity, ideology and -isms on business environment and companies 4. Global institutions and their limits: regulatory environments vs state-led geoeconomics 5. Energy resources and sustainability in geopolitics and business 6. Emerging technologies, innovation and cyber geopolitics 7. Intersections of business, activism and social movements 8. Developing resilient strategies in uncertain times: foresight, scenario planning and adaptive decision-making				

International Human Resource Management

Course level	MASTER				
Course code	196643				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Robert Kaše (robert.kase@ef.uni-lj.si)				
Prerequisites	Candidates have passed basic Human Resource Management course.				
Course objectives and competences	The objective of the course is to make students aware of the people-related challenges arising from the internationalization of business, and teach them HRM strategies, policies and practices, which multinational companies (MNCs) pursue to effectively address these issues. Upon completion of the course the students will be able to: understand human resource management systems and their main challenges in multinational companies and improve their performance accordingly; efficiently implement specific IHRM activities in multinational companies; make better strategic decisions about people in international settings and design effective IHRM systems and practices for MNCs. The course also facilitates cross-cultural sensitivity, systemic thinking, context screening, and ethical behavior in international setting.				
Intended learning outcomes	IHRM concepts and categories Differences and moderators between HRM and IHRM The role and meaning of international assignees Components of IHRM system Characteristics of processes and activities for functional IHRM areas IHRM in various organizational context and modes of operation.				
Content (Syllabus outline)	1. IHRM and International Operations - Basic IHRM concepts - Differences between IHRM and HRM - The organizational context of IHRM - Staffing international operations 2. International Talent Management Cycle - Recruiting and selecting for international assignments - International training and development - Repatriation process and career issues 3. International Compensation and Performance Management - Components of an international compensation - Approaches to international compensation - Expatriate adjustment & performance - International assignee role conception & identification - Performance management - ROI of expatriate assignments 4. Strategic IHRM and Trends - Strategic view of IHRM - Global standardization vs. localization - Social capital and expatriate networks in MNCs - IHRM in cross-border alliances and SMEs - Ethical issues and trends in IHRM				

Labour Economics 2

Course level	MASTER				
Course code	196624				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Polona Domadenik Muren (polona.domadenik.muren@ef.uni-lj.si				
Prerequisites	–				
Course objectives and competences	To develop an understanding of the importance of institutions on the functioning of the labor market from demand and supply side connection between the theoretical framework and the effective functioning of the labor market. To develop the ability to analyze problems and presenting solutions in the case of the labor market by using comparative methods. Show the importance of labor market performance. To understand and evaluate the performance of various economic policy measures.				
Intended learning outcomes	The student will gain in-depth knowledge of the institutions and the functioning of the labor market. Basic knowledge will upgrade with the knowledge of human capital theory, labor market regulation, discrimination and inequality. Based on knowledge of labor market institutions and regulation, the student will be able to connect theory with practice, both within companies and in government. In addition, students will also be trained in appropriate methodology for further research in the field of labor economics. Students will be able to compare the theoretical concepts of labor economics with the findings in practice and on the basis of this comparison to critically evaluate both the present theory as well as developments in practice.				

Content (Syllabus outline)	- Overview of the labour market
	- What do determine wages and earnings?
	  - Demand side factors.
	  - Supply side factors.
	  - The impact of culture, history, law and public policy.
	- The role of education in labor markets
	- How much does education affect earnings and employment prospects?
	- What policies might increase educational attainment past high school? What policies might improve education attainment?
	- Discrimination in the labour market. What are the differences or “gaps” in labor market outcomes by race, gender and ethnicity?
	- Unemployment: who has the greatest chance of becoming unemployed? The short and long run impacts of unemployment on workers
	- Examining wage and income inequality: What do the data show? The role of education, skills and technology
	- Unions and labour market				

Law of Business Finances

Course level	MASTER				
Course code	196588				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Jaka Cepec (jaka.cepec@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	The purpose of the course is to prepare students for practical application of the main debt and equity financing tools in the legal, regulatory and institutional framework for operation of companies, financial institutions and financial markets in the EU.				
Intended learning outcomes	• Knowledge of the legal aspects of financial transactions • Understanding the dilemma between democratization, globalization, and sovereignty, as well as regulation				
Content (Syllabus outline)	1. Corporate governance and corporate finance 1.1. Agents and principals 1.2. Asymmetry of information 1.3. Market-based and bank-based financial systems 2. Governance in the capital company 2.1. Joint stock and limited liability companies 2.2. Shareholders, one-tier or two-tier boards 2.3. Management responsibilities 2.4. Good corporate governance practice 3. Change of capital: shareholders vs. creditors 3.1. Base capital and reserves 3.2. Increase and decrease of capital 3.3. Dividend distribution and purchase of own shares 3.4. Corporate reorganizations: mergers, split-ups, spin-offs, sale of major assets 4. Laws of financial instruments (shares, bonds) 4.1. Transparency of issuers and investors 4.2. Transparency of trading 4.3. Market abuse and inside trading 5. Listed companies and financial markets 5.1. Initial public offering (going public) 5.2. Reporting obligations 5.3. Takeovers (going private) 6. Mergers and acquisitions (M&A) of non-listed companies 6.1. Asset deal, share deal, merger 6.2. M&A process 6.3. M&A contracts 7. Credit contracts 7.1. Structure of the contract 7.2. Collaterals and credit covenants 7.3. Recovery of credit claims 8. Corporate insolvency 8.1. Bankruptcy 8.2. Compulsory settlements 9. Out-of-court corporate financial restructuring 10. Law and economics of regulating financial markets and institutions 11. Banking Union and banks resolution in EU 12. Regulation of banks and corporate financing				

Marketing and Sales Across Cultures

Course level	MASTER				
Course code	196639				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Irena Vida (irena.vida@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Mastering frameworks and tools for analysis of local, regional and global customers/stakeholders and the competence of applying these to marketing and sales. Gaining knowledge about concepts and frameworks related to communication effectiveness across cultures as they relate to interpersonal, marketing, management and organizational interactions. Developing communication competences for managing marketing and sales in the context of diverse stakeholder groups operating in the multi-cultural global environment. Comprehension of the various stages in the process of buying and selling in culturally, socially and economically diverse markets.				
Intended learning outcomes	Gaining an understanding of the effects of market integration on managing communications in marketing and sales along with comprehension of similarities and differences in individual and group responses to marketing stimuli in diverse social environments. New knowledge gained in the course relates to the insights into cross-cultural models and customer/stakeholder behavior in the dynamic global business environment as well as application of this knowledge to the practice of marketing and sales. Students will apply theoretical knowledge to practical examples (case studies, tutorials, in-class activities), and develop an in-depth analysis of a selected culture. In this course, students will gain an appreciation of the complexity of operating in the global marketplace and develop critical thinking ability and problem-solving skills through experiential learning. Moreover, they will develop critical and creative thinking skills free of bias and stereotypes for managerial decision-making in culturally diverse business environments. Students will learn to identify and utilize information and literature sources to further broaden understanding of diverse communication patterns, client/customer behavior and marketing/sales practices in dynamic global markets.				
Content (Syllabus outline)	1. Globalization and Competences in Marketing & Sales across cultures - Culture, its meanings and effects 2. The role of Culture and other environmental factors in Communication - Cross-cultural competency framework. 3. Language, Culture and Communications - Implications for branding, advertising, negotiation and sales management. 4. Cultural values models and their implications for consumer and managerial behavior. 5. Social Responsibility and Ethics Across Cultures 6. The role of Contextual Intelligence Cultural intelligence in Marketing and Sales across cultures. 7. Culture and buyer behavior - The role of National identity - Consumer ethnocentrism - Animosity - Country-of-origin effects 8. Navigating Competing Forces of globalization & localization in the future				

Modern Political Economy

Course level	MASTER				
Course code	196600				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Andrej Sušjan (andrej.susjan@ef.uni-lj.si)				
Prerequisites	Basic knowledge of micro and macroeconomics.				
Course objectives and competences	Introduction to the institutionalist analysis of contemporary economies. Laying emphasis on problems of sustainable growth and development. Critical comparative assessment of different macroeconomic schools and of their proposals for economic policies and developmental strategies.				
Intended learning outcomes	Understanding the differences between political economy and economics. Performing economic analysis within a broader social and institutional context. Focusing economic analysis on long-term aspects of sustainable growth.				
Content (*Syllabus outline*)	1. Definition of political economy 2. Paradigmatic differences between orthodox and heterodox economic theories 3. Evolution of political economy – an overview 4. Main features of classical political economy 5. Contemporary political economy – main themes 6. Evolution of the theory of economic growth 7. Growth and distribution. Income inequality 8. The role of institutions in economic development 9. Globalization and climate changes 10. Macroeconomic schools 11. Neoliberalism and Keynesianism 12. Post-Keynesian economics 13. Institutional approach to economic analysis 14. New Institutional Economics				

Public Finance 2

Course level	MASTER				
Course code	196591				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Andreja Cirman *(andreja.cirman@ef.uni-lj.si)*				
Prerequisites	–				
Course objectives and competences	The main objective is present public finance issues at a more advanced level. In particular, this means a rigorous presentation of the theory of optimal taxation and to present some theoretical features of the personal income tax, corporate income tax, VAT and the expenditure tax. Further, to present some theoretical features related to private insurance and social insurance. To present efficiency and equity issues in social protection systems. To present some theoretical foundations for the analysis of income redistribution. To present the new GFS methodology and its definitions of public finance categories.				
Intended learning outcomes	The student will acquire knowledge of some public finance topics at a more advanced level. This will involve not only pure theoretical knowledge of taxation, but also theoretical issues related to insurance and income redistribution. The student will also be well acquainted with the new GFS methodology, which is essential for the understanding of public finance statistics.				
Content (Syllabus outline)	1. Theory of optimal taxation. 2. Taxes: personal income tax, value added tax, corporate income tax. 3. Social protection and social insurance. 4. Income redistribution. 5. General government revenues and expenses; public deficit and public debt.				

Sales and Business Marketing Management

Course level	MASTER				
Course code	196636				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Barbara Čater (barbara.cater@ef.uni-lj.si) Irena Vida (irena.vida@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To pass on in-depth knowledge on the specifics of marketing in markets where buyers are companies, government bodies and institutions and to introduce the role of personal selling in e-business. To develop an understanding of purchase behaviour of organizations. To present importance of relationships for marketing in business-to-business markets. To develop ability to plan marketing activities for business-to-business markets. To present a set of decisions a company should make when planning the sales function. To get students acquainted with methods for recruitment, training, motivation, compensation and evaluation of sales personnel and in this way advance general knowledge gained in Human Resource Management course. To make students aware of competencies needed by sales personnel and sales representatives to effectively complete sales calls. Develop the ability to integrate individual components of business-to-business marketing and sales management in a harmonious whole. To get competences: ability to analyse and synthesize; ability to work in group to conduct problem solving in the area of business-to-business marketing and sales management; ability to relate practical experience to topics discussed in class; ability to produce written reports; ability to present a group written project.				
Intended learning outcomes	After completing this course students are able to: describe specifics of marketing in business-to-business markets compared to consumer markets and the nature of buyer decision making; analyze business-to-business markets and execute appropriate segmentation; explain how relationships and networks are established and managed in business-to-business markets; analyze marketing problems of a chosen company and develop appropriate marketing strategy; explain recruitment, training, motivation and compensation of the sales personnel; define competencies of sales personnel and sales representatives to successfully complete sales calls as well as builds relationships with customers; understand of the meaning and diversity of sales personnel with regard to needed competencies and with regard to e-business; search for creative solutions in sales management, especially with regard to the desired behavior of sales personnel in the process of maintaining customer base for the long term.				
Content (Syllabus outline)	1. Business marketing perspective and perspectives on the organizational buyer 2. Organizational buying behaviour 3. Segmenting the business market 4. Managing market offerings 5. Managing business marketing channels and supply chain management 6. Sales process 7. Gaining customers and the role of sales force 8. Customer relationship management strategies for business markets 9. Sales management: its nature and responsibilities 10. Sales organizational structure 11. Market and sales forecasting 12. Planning, staffing and training the sales team 13. Motivating salespeople and designing a compensation program 14. Evaluation of marketing and sales performance				

Strategic Firm Behaviour, Competition Policy and Regulation

Course level	MASTER				
Course code	196608				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Nevenka Hrovatin (nevenka.hrovatin@ef.uni-lj.si) Sašo Polanec (saso.polanec@ef.uni-lj.si) Matej Švigelj (matej.svigelj@ef.uni-lj.si) Jelena Zorić (jelena.zoric@ef.uni-lj.si)				
Prerequisites	Knowledge of Intermediate microeconomics.				
Course objectives and competences	1. Provide students with contemporary microeconomic tools of partial equilibrium and game theory to analyse market structure and its determinants. 2. Gain understanding of the influence of market size, technological characteristics, competition between firms and government intervention on firm behaviour and market performance in different industries. 3. Gain understanding of conflict of interest between competitive firms and social welfare. 4. Understanding the importance of economic regulation. 5. Understanding how economic regulation is connected to market liberalisation. 6. Gain knowledge of different methods of economic regulation and understanding motives of different shareholders. 7. Understanding the impact of regulation on prices and returns of regulated firms. 8. Students become acquainted with the role of the EU regulatory agencies. 9. Students get insights in the regulation process of European and Slovenian public utilities				
Intended learning outcomes	Students will be acquainted with mathematical foundations for understanding market performance in different industries. With understanding strategic decision-making students will be able to analyse different ways of competing in the market, market structures, market entry etc. Students will not only be able to understand different concepts of market structure, but also to formulate the problem and choose methods for describing and solving the position, including its verification. Students will be able to find solutions for practical examples and problems, where practical use of microeconomics and game theory in analysing strategic behaviour in different markets will be emphasised. - Students will gain knowledge in theoretical and practical aspects of economic regulation. They will understand normative analysis of setting prices and practical experience of the most developed countries. They will be able to understand the role of regulation as a parallel process to market liberalisation of industries in the EU and Slovenia. Students will use acquired knowledge for examining economic regulation of public utility sectors (electricity, gas, telecommunications, water, transport) in the EU and Slovenia. - Students will develop skills related to the use of domestic and foreign literature and other relevant sources, collecting and interpreting data, they will learn to use different methods, reporting (oral and written), problem identification and solving, they will develop the ability of critical analysis, techniques and skills related to report writing and reflection to the literature read.				
Content (*Syllabus outline*)	1. Basic Models of Market Structure 1.1 Monopoly and Extensions 1.2 Oligopolistic Markets and Strategic Behaviour 1.2.1 Static Models of Competition 1.2.2 Product Differentiation and Competition 1.2.3 Dynamic Models of Competition 1.2.4 Entry, Exit and Strategic Commitment 2. Anticompetitive Behavior 2.1 Entry Deterrence, Predatory Conduct and Asymmetric Information 2.2 Price Fixing and Collusion 3. Contractual Relations between Firms 3.1 Horizontal and Vertical Mergers 3.2 Price and Nonprice Vertical Restraints 4. Nonprice Competition 4.1 Advertising, Market Power, Information and Product Differentiation 4.2 R&D, Patents and Technology 5. Competition Policy in Practice 6. Types of economic regulation and theories of economic regulation 6.1 Rationale for economic regulation 6.2 Price regulation: normative analysis of natural monopoly regulation – efficient prices				

6.3 Economic regulation in practice: rate of return regulation and incentive-based regulation
6.4 Regulation of quality
6.5 Benchmarking in regulation
7. Economics of environmental regulation: instruments and cases
8. Liberalisation and regulation of markets in the EU
8.1 Common principles
8.2 Regulation of selected industries (energy sector, electronic communications, etc.)

Strategic Management 2

Course level	MASTER				
Course code	196606				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	45	-	30	90
Teaching Staff	Tomaž Čater (tomaz.cater@ef.uni-lj.si) Matej Lahovnik (matej.lahovnik@ef.uni-lj.si) Adriana Rejc Buhovac (adriana.rejc.buhovac@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To provide students with the knowledge about the relationship between strategic management and corporate governance, the theories about the sources of competitive advantage, the theory of growth strategies, the theory of retrenchment strategies, the role of environmental strategies and corporate social responsibility, selected topics on strategy implementation and strategic control, and the process of strategic management in non-profit organizations. To teach students how to use and critically evaluate the literature in the field of strategic management, link the acquired knowledge with current practical problems and enable them for further professional and research work in the field of strategic management. To help students actually understand the discussed theoretical concepts, methodological tools and practical examples, so that they can better implement them in practice and become, with some additional work experience, top experts in the field of strategic management.				
Intended learning outcomes	Students will have an in-depth knowledge on theoretical concepts and practical examples, related to strategic management. This knowledge will enable students to understand the discussed topics and use them in practice in an innovative way. Students will be able to compare theoretical concepts of strategic management with practical findings in the field and, based on this comparison, critically evaluate both theory and practice. Students will possess adequate methodological knowledge for further research in the field of strategic management. They will be able to use basic information technology and didactical equipment, critically collect and use domestic and foreign literature, collect, interpret and analyze data, which will enable them to solve actual problems, and provide reports on their work and proposed solutions.				
Content (Syllabus outline)	1. Introduction to strategic management 1.1. Strategic management process 1.2. The essence of strategy 1.3. Strategic management paradoxes 1.4. Strategic management schools 2. Corporate governance 2.1. Differences between governance and management 2.2. Principal-agent theory 2.3. Corporate governance systems 2.4. Ethics and values of owners and managers 3. Sources and forms of competitive advantage 3.1. Forms of competitive advantage 3.2. Theories on the sources of competitive advantage 4. Advanced topics on strategic analysis 5. Advanced topics on corporate strategies 5.1. Theory of the growth strategies (with an emphasis on diversification, mergers and acquisitions and strategic partnerships) 5.2. Theory of the retrenchment strategies 6. Advanced topics on business strategies 7. Environmental strategies and corporate social responsibility 8. Advanced topics on strategy implementation and strategic control 8.1. Activities for improved strategy implementation 8.2. Traditional and contemporary performance measurement systems 8.3. Linking performance measurement to strategic goals 8.4. Linking compensation systems to performance measurement 8.5. Managing strategic change 9. Strategic management in non-profit organizations				

Supply Chain Digitalization

Course level	MASTER				
Course code	196669				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Jure Erjavec (jure.erjavec@ef.uni-lj.si) Aleš Popovič (ales.popovic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Understanding the importance of supply chain digitalization and the role of technology in supply chains. Understanding of business models and concepts based on the role of technology and information solutions and the understanding of business process management and business reference models in the field of supply chains. Moreover, understanding the role of measurement in supply chains, performance measurement indicators, supply chain performance measurement system and the challenges related to it. Understanding the role of business analytics in supply chains and the challenges firms are facing when implementing business analytics. The ability of introducing the digitization of supply chains and the introduction of new technologies in the supply chain. To be able to implement business process management in supply chains. To gain competences for identifying and using appropriate reference models in practice and the ability to use the acquired business knowledge and skills for designing and measuring supply chain performance and implementing the suitable measurement system and indicators. The ability to implement business analytics in supply chains. To gain competences for using contemporary IT solutions for managing supply chains				
Intended learning outcomes	Students will be able to understand contemporary concepts of supply chain digitalization. They will be able to follow the international literature on the subject. The course allows the students to understand concepts, trends and the role of IT in supply chains. In order to solve specific problems, the students are able to rely on international literature in this field. The course enables students to understand the theoretical and practical aspects of the subject, to critically reflect on problems in this area, and use practical solutions in solving problems.				
Content (Syllabus outline)	1. Digital transformation of supply chains 2. The role of technology in supply chains 3. Information systems in supply chains 4. Business performance measurement in supply chains 5. Business analytics in supply chains				

Supply Chain Management

Course level	MASTER				
Course code	196678				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Tanja Dmitrović (tanja.dmitrovic@ef.uni-lj.si) Aleš Groznik (ales.groznik@ef.uni-lj.si) Marko Jakšič (marko.jaksic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	To familiarize the students with the role and importance of supply chain management in enhancing the competitiveness of the company. To understand the concepts needed to manage the supply chain and to understand the components, operation and management of enterprise marketing channels. To familiarize the student with the methods and techniques which enable learning about the needs of customers regarding services in the marketing channel and its ability to meet these needs. Understand the relationships between firms in the market the way.				
Intended learning outcomes	Understanding the concepts needed to manage the supply chain. Methods and techniques for planning, control, operation and management of supply chains. building on theoretical principles with analysis of practical examples of supply chain management practices. Examples from practice are discussed in combination of the theory based lectures and practical exercises. Seminar project focuses on problems from practice, where students work in groups to analyse the problem, which requires teamwork, collecting and analyzing literature, the Internet and related IT tools, and builds on the ability to write structured professional work.				
Content (Syllabus outline)	1. Introduction to supply chain management 2. Logistics network configuration 3. Inventory management and risk pooling 4. The value of information 5. Distribution strategies and e-fulfillment 6. Strategic alliances 7. International issues in supply chain management 8. Coordinated product and supply chain design 9. Customer value and supply chain management 10. Information technology for supply chain management 11. Decision support systems 12. Procurement strategies				

Sustainability and Quality in Supply Chains

Course level	MASTER				
Course code	196678				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	42	-	-	33	135
Teaching Staff	Marko Jakšič (marko.jaksic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	Sustainability efforts present significant challenges and opportunities for business, governments, and communities. This course aims to provide students with an understanding of the challenges and opportunities facing supply chain nowadays. Specifically, the objectives of the course are to provide students with: • Understanding of the concept of sustainability • Understanding of the sustainable development and supply chain operations • Awareness of the existing methods for evaluating supply chain's impact on sustainability • Understanding of the sustainability models in supply chain; • Understanding of the concept of quality in SCM; • Understanding of the concepts of Lean and Six sigma in quality management of sustainable supply chain. The course topics cover triple bottom line in supply chain context, sustainability issues in purchasing, procurement, designing, producing, and logistics, ethical issues in SCM, and managing quality in SCM.				
Intended learning outcomes	Students will learn: • How to use different techniques to reduce environmental impacts while reducing costs; • How to manage product development and design to reduce environmental footprint; • How to use different techniques to evaluate suppliers' sustainability; • How to manage transportation logistics to reduce warehousing needs within the firm; • How to do reverse logistics; • How to adopt sustainability strategies to fit shareholders' expectations; • How to manage quality for sustainability in supply chain.				
Content (Syllabus outline)	1. Introduction to sustainable supply chain management – basic concepts 2. The triple bottom line in SCM 3. Sustainable supply chain (management) strategy 4. Ethics and corporate social responsibility in SCM 5. Sustainable purchasing and procurement 6. Designing and producing sustainable products 7. Sustainable transportation and warehousing 8. Reverse logistics and recycling 9. Supply chain quality and international quality standards 10. Managing quality in SCM – Lean and Six Sigma Management 11. Managing supplier quality in SSCM				

Sustainable Marketing on Regional Markets

Course level	MASTER				
Course code	196607				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Gregor Pfajfar (gregor.pfajfar@ef.uni-lj.si) Maja Zalaznik (maja.zalaznik@ef.uni-lj.si)				
Prerequisites	1. seminar/project is a precondition for final exam 2. basic knowledge of marketing is appreciated				
Course objectives and competences	- Develop marketing knowledge about market/regional diversity and its sustainability (local,regional, global perspective) - Gain competence of understanding and developing sustaianable market strategies - Gain competence and knowledge of cultural and other diversity of markets and their influence on marketing strategy development (entrance, m.mix etc.)on regional level; understanding of the Circual change concept;Understanding digital transformation of marketing and sustainable business models development. - Develop competence of team work, presentation - Competence of analyis, synthesis, problem solution - Develop critical thinking				
Intended learning outcomes	1. develop and gain marketing knowledge and understanding of market diversity, its sustainability and specifics of marketing (local, regional, global level) 2. understand the diversity of markets and their influence on sustainable strategy development, marketing mix on international and regional level 3. Understand cultural diversity, cultural and other environement influences and sustainable strategy design (local, regional, global level) 4. Understand the relation between theory and practice. 5. Students are sovereign in research and its argumentation, discussion, and presentation.				
Content (*Syllabus outline*)	1. International marketing environment and sustainability: local, regional, global aspects. 2. International, regional and local marketing research. 3. Marketing mix and development of sustainable marketing strategies in regions: specifics of marketing in South-Eastern Europe, EU markets, Asian markets (China, India etc.), American markets 4. Cultural specifics of marketing and cross-cultural management in regional markets. 5. Impact of technology and demographic trends on consumer behavior and markets across different regions: the concept of circular change. 6. Negotiations and negotiations techniques: national and regional views. 7. Challenges of regional marketing and its future development: sustainable integrations and coompetition. 8. Marketing digital transformation and sustainable business models. 9. Course wrap-up and student group project reports.				

Tokenization of Money and Finance

Course level	MASTER				
Course code	TBD				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	45	30	-	15	120
Teaching Staff	Igor Lončarski (igor.loncarski@ef.uni-lj.si) Marko Košak (marko.kosak@ef.uni-lj.si)				
Prerequisites	-				
Course objectives and competences	TBD				
Intended learning outcomes	TBD				
Content (*Syllabus outline*)	TBD				

Tourism Business Management

Course level	MASTER				
Course code	196746				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Daša Farčnik (dasa.farcnik@ef.uni-lj.si) Ljubica Knežević Cvelbar (ljubica.knezevic@ef.uni-lj.si)				
Prerequisites	–				
Course objectives and competences	- to get to know different types of tourist companies; - to learn about the value chains in tourism; - to understand the revenue structure of tourism businesses; - to understand the cost structure of tourist companies; - to understand the financial performance indicators of tourism companies; - to get to know USALI standards; - to outline the basics of revenue management and revenue management tactics; - to understand investments and financing of tourism projects, -to understand the basics of ESG (environment, society and governance) and sustainability reporting, - the ability to make complex decisions based on data and considering environmental impacts. - the ability to think critically and provide arguments based on data.				
Intended learning outcomes	Students will understand value chains in tourism and the different tourism companies' types. Students will understand the structure of revenues and costs of tourism companies and will get familiar with USALI, which provides frame for understanding of operations and helps managers make informed decisions. Furthermore, students will understand the basics and tactics of revenue management in tourism. They will be able to make decisions regarding investments in tourism projects. They will also understand the sustainability reporting requirements.				
Content (*Syllabus outline*)	1. Introduction and presentation of content 2. Structure of the tourism economy and tourism companies 3. Value chains in tourism 3.1. Global value chains in tourism 3.2. Digital platforms and their role in tourism development 4. Reporting operations (Uniform System of Accounts for the Lodging Industry, USALI) 4.1. Operating statement 4.2. Finance statement 4.3. Performance indicators 5. Revenue management 5.1. Basic concepts of revenue management 5.2. Pricing and pricing strategy 5.3. Price prediction 5.4. Revenue management tactics 6. Investments and financing of tourism projects 6.1 Preparation of the project concept 6.2. Cost-benefit analysis 6.3. Preparation of a feasibility study 7. Sustainable reporting 7.1. Double materiality matrix 7.2. ESG (environment, social, governance) reporting 7.3. Indicators of sustainable reporting 7.4. Sustainability reports of tourism companies 8. Case studies				

Trading in Blue Economy

Course level	MASTER				
Course code	196757				
ECTS credits	7				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	-	-	45	135
Teaching Staff	Jože Damijan (joze.damijan@ef.uni-lj.si)				
Prerequisites	-				
Course objectives and competences	The students in this course will be able to comprehensively understand the concept of blue economy and its ecosystem, as well as its foundation for economic growth and poverty reduction. Students will be acquainted with the fundamental blue economy issues and processes, they will be able to understand and quantify its value, processes behind trade and financial flows and to understand the economic and social consequences of blue economy. The students will develop analytical skills of problems solving, group/team working, presentation, written and oral communication, openness to social issues.				
Intended learning outcomes	In addition, the intended learning outcomes are: 1. Understanding of a blue economy Students will gain in depth knowledge of existing international agreements relating to the sea on a global and regional level, regulations and policies at a national and regional level. 2. Existence of economic instruments (prices, taxes, subsidies) by improving knowledge on economic distortions (e.g. those resulting from subsidies that damage the environment), by using greener taxation, blue bonds and by expanding the incentive role of prices, especially for natural capital and pollution. 3. Understand technological and social innovation and social entrepreneurship and thereby increase of socio-economic benefits (job creation, training and employment, food security, reduced poverty). 4. Understand investments in the blue economy and increase related financing by including various funding tools - traditional and innovative, national and international (development banks, international funds), public and private (philanthropic or non-philanthropic). 5. Learn and use of statistics and indicators to base blue economy policies on scientific and factual knowledge and to follow their progress in a consistent manner.				
Content (Syllabus outline)	The term 'blue economy' relates to economic activity that involves the oceans, coasts and maritime markets. Seas and oceans are drivers for our economy and have great potential for innovation and economic growth while preserving the health of ocean ecosystems. A sustainable blue economy provides social and economic benefits to current and future generations by contributing significantly to food security, livelihoods, poverty eradication and health safety. The main drivers of the maritime industry are global trade, innovation, investment, infrastructure, regulations and policies, digitalisation and emerging markets. The topics will include: - Macroeconomic and microeconomic perspective of blue economy - Cross-cutting issues on the trade /blue economy agenda - Regulating the blue economy using the trade agreements - Management of the blue economy - Measuring the value of the blue economy - Blue finance and investing in sustainable blue growth and competitiveness - Theoretical and practical aspects of the blue economy in terms of sustainable development - Environmental impact assessments/biodiversity loss and impact - The role of maritime transport in the international logistics chain - Blue skills and corporate entrepreneurship, entrepreneurial opportunities in blue economy				

Transnational Management

Course level	MASTER				
Course code	196596				
ECTS credits	7				
	Lectures 45	Seminar 30	Tutorial -	Other type of learning 15	Individual work 120
Teaching Staff	Tamara Pavasović Trošt (tamara.trost@ef.uni-lj.si) Gregor Pfajfar (gregor.pfajfar@ef.uni-lj.si) Maja Zalaznik (maja.zalaznik@ef.uni-lj.si)				
Prerequisites	We recommend at least basic familiarity with management and international business topics.				
Course objectives and competences	To identify the type of multinational companies according to the Bartlett & Ghoshal typology. To analyse organizational structures of multinational companies and their corresponding challenges. To analyse headqurter-subsidiary relationships and their corresponding challenges. To identify and analyse sources of competitive advantage and business models of multinational companies. To identify key managerial challenges in multinational companies. To appropriately analyse selected case studies of multinational companies and provide solutions to illustrated problems and issues. To identify and solve ethical and sustainability issues of analysed multinational companies. To apply analytical tools and theoretical models/frameworks to real-life international managerial situations and propose concrete solutions to aid managerial decision making in multinational companies.				
Intended learning outcomes	Knowledge and skills relevant for international business and transnational management. Understanding of organizational processes and challenges in multinational companies. Knowledge of process development and implementation of multinational/transnational business models and systems. Knowledge and skills related to cross-cultural management and leadership. Ability to manage cross-cultural and international teams. Management of innovation and entrepreneurship/intrapreneurship in multinational companies. Awareness and understanding of cultural, ethical and sustainability dilemas in cross-border business.				
Content (Syllabus outline)	1. Influence of global trends on international companies and implications for managers. 2. Types of multinational companies: The Bartlett & Ghoshal typology. 3. Competitive advantage and business models for the international environment. 4. Organizational structures & challenges of multinational companies. 5.Headquarter-subsidiary relationships in multinational companies. 6. International HRM and managing cross-cultural differences. 7. Management and leadership of cross-cultural teams. 8. International entrepreneurship and intrapreneurship in multinational companies. 9. Innovation in multinational companies. 10. Ethical and sustainability challenges of transnational managers.				

LANGUAGE COURSES

English for Business and Economics

	AVAILABLE FOR ALL EXCHANGE STUDENTS				
Course code	195005				
ECTS credits	6				
	Lectures	Seminar	Tutorial	Other type of learning	Individual work
	30	15	15	15	105
Teaching Staff	Mateja Dostal (mateja.dostal@ef.uni-lj.si)				
Prerequisites	- Admission requirements: command of English on the B1 or B2 level in accordance with the Common European Framework. - At least 80% class attendance, active participation in class and written home assignments and taking part in a business meeting – simulation (role play).				
Course objectives and competences	The objectives of the course are to develop and reinforce the four basic language skills: reading, writing, speaking and listening; to enlarge students' knowledge of business and economics terminology; to foster students' critical attitude towards the topics discussed and build up their competence in using English.				
Intended learning outcomes	- Reading and listening comprehension, written and oral communication skills in English for specific purposes and the ability to successfully communicate in the international business environment (socializing, conducting and participating in meetings, negotiating, giving presentations, business correspondence, writing essays, reports, summaries, etc.). - The ability to successfully implement the obtained language knowledge in the workplace, the ability to critically evaluate the obtained knowledge and skills in business environment, the ability to use English language sources for oral and written communication in English.				
Content (Syllabus outline)	Topical issues in business and economics: By discussing a number of critical business issues in areas such as entrepreneurship, management, marketing, finance, banking, international trade, etc., the course provides the students with relevant business vocabulary and offers various activities for practice and improvement of complex grammatical structures. With special emphasis on essential business communication skills (taking part in formal meeting simulations), the course enables the students to learn how to carry out various business tasks. Writing practice focuses on essay writing.				

French for Business and Economics

	AVAILABLE FOR ALL EXCHANGE STUDENTS				
Course code	195036				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Nadja Dobnik (nadja.dobnik@ef.uni-lj.si)				
Prerequisites	- Admission requirements: command of French on the B1 or B2 level in accordance with the Common European Framework. - At least 80% class attendance and participation in a group presentation on a chosen business or economic topic.				
Course objectives and competences	The aims of the course are to build French terminology for business and economics; to develop fluency and accuracy in spoken and written communication in business settings and to enable effective use of study and reference literature in French.				
Intended learning outcomes	At the end of term students will master the terminology of the course topics; familiarize themselves with the presentation techniques, structure, and phrases; on the basis of the acquired knowledge and personal experience they will confidently conduct public speaking; understand and competently analyze authentic texts practiced in reading and listening comprehension exercises; be able to write personal and company profiles, job applications and CVs, and communicate confidently via emails and business letters; master the French phraseology and communication skills for successful business socializing, telephoning, and negotiating.				
Content (Syllabus outline)	The course topics include student education, public speaking, employment, corporate strategy and structure, financial reporting, finance raising, international trade, marketing and building and maintaining relationships as well as communication in different business situations (formal and informal discussions, presentations, telephoning, and written communication). Special attention is given to business and economic terminology, written communication (e.g. personal and company profiles, emails, covering letters and CVs, business correspondence), and more complex grammatical structures as well as reading and listening comprehension.				

German for Business and Economics

	AVAILABLE FOR ALL EXCHANGE STUDENTS				
Course code	195236				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Vita Kilar (vita.kilar@ef.uni-lj.si) Polonca Svetlin Gvardjančič (polonca.svetlin@ef.uni-lj.si)				
Prerequisites	- Admission requirements: command of German on the A2 or B1 level in accordance with the Common European Framework. - At least 80% class attendance and participation in a group presentation on a chosen business or economic topic.				
Course objectives and competences	Strengthening, widening and deepening previously acquired language and business knowledge. Practicing speaking, reading, listening and writing skills in business situations.				
Intended learning outcomes	Students gain profound reading and listening comprehension, written and oral skills in German as LSP (language for specific purpose), as the ability to communicate effectively in the foreign-language-environment, especially in successful participation in and conducting of negotiations and meetings, as in confident performing of phone calls, presentations, business correspondence, reports and opinions. Students get the ability to gain critical insight into acquired linguistic skills and are enabled to use them accordingly to the situation required. They get competent in the use of foreign literature and other sources for verbal and written communication in German. Students prepare for the challenges of conducting business in German.				
Content (Syllabus outline)	1. Business meetings and negotiations 2. Business correspondence 3. Market, marketing and advertising 4. Trade 5. Purchase contract 6. Inter-cultural dialogue: Slovenia and Germany 7. European integration 8. Speeches, meetings, congress representations, and job interviews with the help of examples and exercises Each topic includes various aspects of intercultural specifics, sustainable development and environmental awareness.				

Italian for Business and Economics

	AVAILABLE FOR ALL EXCHANGE STUDENTS				
Course code	195218				
ECTS credits	6				
	Lectures 30	Seminar 15	Tutorial 15	Other type of learning 15	Individual work 105
Teaching Staff	Nives Lenassi (nives.lenassi@ef.uni-lj.si)				
Prerequisites	Minimum 80% attendance and taking part in a business meeting – simulation.				
Course objectives and competences	The course aims to: improve students' knowledge of business and economic terminology in Italian; introduce presentation techniques and improve students' competences of public speaking; develop and improve students' reading and listening comprehension as well as written and oral communication; encourage students towards critical thinking and active participation in various discussions in Italian.				
Intended learning outcomes	At the end of term students will master the terminology of the course topics; familiarize themselves with the presentation techniques, structure, and phrases; on the basis of the acquired knowledge and personal experience they will confidently conduct public speaking; understand and competently analyze authentic texts practiced in reading and listening comprehension exercises; master the Italian phraseology and communication skills for successful business socializing, telephoning, and negotiating.				
Content (Syllabus outline)	1. Current topics in business and economics 1.1. Banking 1.2. Stock markets 1.3. International trade 1.4. Accounting 1.5. Product and corporate advertising 1.6. Retailing 1.7. Franchising 1.8. Setting up a business 1.9. Corporate alliances				