



**University of Arts in Belgrade  
Faculty of Dramatic Arts**

**MASTER STUDIES**

**Culture and media management**

Field	IMT - Interdisciplinary, multidisciplinary and transdisciplinary studies in the field of Art and Socio-Humanistic Sciences
Type and level of studies	Master academic studies, II degree
Scope of studies	60 ECTS
Duration of studies	1 year
Diploma title	Master manager - culture and media
Number of students	15
Language of the study program	Serbian
Web address	<a href="http://www.fdu.edu.rs">www.fdu.edu.rs</a>
Enrollment requirements	Enrollment requirement for master studies of Dramatic and audiovisual arts is completed undergraduate academic studies with scope of at least 240 ECTS or undergraduate studies according to the regulations that were valid until the Law on higher education came into effect.
The objective of the study program	The objective of the one-year program of master academic studies of the Culture and Media Management is to enable students to deepen the already acquired theoretical knowledge as well as to master the specific managerial skills necessary for performing creative, conceptual, analytical and managerial work on projects and in institutions, from local to international level.

## The structure of the study program

The study program Culture and Media Management is conceived as a program of one-year interdisciplinary master academic studies with a scope of 60 ECTS. Upon completion of the studies, the student receives the academic title of Master manager - culture and media.

In order to enroll into second degree studies, a candidate must have completed undergraduate academic studies, during which it obtained at least 240 ECTS. Enrollment procedure is performed under the conditions and processes which are prescribed by the UA Statute and FDA Statute.

This comprehensive study program is conceived as a combination of mandatory and elective subjects, where elective subjects carry about 36% of the overall structure i.e. in the extent of 22 ECTS. A corpus of compulsory subjects which are placed exclusively in the first semester are made up of: Strategic Management and Marketing, Management in Culture and Cultural Politics I, Theatre Management I, Electronic Media Management I which aim to familiarize students with basic postulates, objectives and functions of theater, cultural institutions and electronic media management. We must not overlook the fact that, during the first semester, Methods and Techniques of Scientific Research is also a compulsory subject, which is unavoidable in the process of methodological shaping and thinking and research done by the student. At the same time, this subject has a clear objective to enable students to elaborate their master thesis in which they would respect valid methodological and technical rules for conducting theoretical and empirical research and for the elaboration of their scientific paper.

In the second semester, the student has the opportunity to choose one subject out of three elective parts. From the first elective part a subject is chosen which is most consistent with the affinities of the student and from whose field he/she will choose the topic of their future master thesis. Those subjects are: Theatre Management II, Culture Management and Art and Cultural Politics II and Electronic Media Management II

Elective subjects from second elective part are: Development of Theatre Audience, Theory and Practice of Digital Media and Organizational Design and Organizational Culture, and they represent functional support for the elaboration of the master thesis and the supplement to the thematic framework of the first elective part subjects.

Elective subjects from the third elective part are: Politics of Performing Art Festivals, Psychology of Arts, Theory of Communication, HR Management in Culture and Art, Contemporary Theatre: Directing Classical Work, Financial Operations in Culture and Art, unified with the idea to cover the largest number of different issues, as well as students' interest, and to fully justify the interdisciplinary orientation of this study program. Besides the fact that knowledge gained from these subjects represents good theoretical support, it is at the same time highly applicable in future professional work of a master manager culture and media.

Classes for compulsory and elective subjects are twofold: through lectures as a form of realization of curricula and practice which, at this level of studies, is exclusively related to compulsory subjects. In line with the needs of courses and classes, fora and thematic seminars are organized, guest lectures are given by competent lecturers, insisting on interactivity and dynamic connection between students, as well as in relation to professors and mentors.

The objective of master academic studies is to enable students to acquire theoretical, research, interdisciplinary knowledge in the field of dramatic and audiovisual arts and art sciences, as well as to master management skills at a higher, strategic level that is necessary and indispensable for successful management of projects and institutions of culture and media - theaters, museums, festivals, cultural centers, radio stations, media companies, advertising agencies... Through the research process and the elaboration of master thesis, a student should show readiness for application of research methods, to be able to independently process information and to independently draw conclusions and theoretical interpretations.

Having completed master academic studies, the student can continue with the schooling process through scientific doctoral studies in an interdisciplinary field or the field of socio-humanistic sciences.

## The purpose of the study program

The Study program of master academic studies - Culture and media management has a high degree of an interdisciplinary basis and practical applicability in the field of culture and media. The program enables the acquisition of competences necessary for the development of cultural, artistic and media practice - as a special non-profit activity aimed at the development of national cultural identity, the preservation of cultural heritage and the promotion of contemporary artistic production.

Studies of Organization, which were the starting point for the creation of this study program, have been studied at the Faculty of Dramatic Arts since 1961, they have been modified over the years in accordance with the most contemporary range of artistic and scientific theory and practice, as well as with the needs of the transformation of society as a whole. These studies have been developing as professional-artistic or scientific studies since 1974 when the first competition for enrollment of students into the master degree program was announced. In the 1990s, the programs of the main, now compulsory subjects of this study program, were transformed and supplemented in order to respond to new socio-political and economic trends that affected not only the economy, but also the field of culture, media and wider artistic trends. With the new transition wave in 2000, and especially after the University of Arts evaluation by the European University Association in 2002, which underlined and supported the importance of studying Art and Media Management at the University of Arts (as one of the three pillars of the University's development), new changes were carried out. Bearing in mind that our country entered into the processes of European integration, experts in the field of management of international cultural cooperation became necessary, and especially the connoisseurs of European and world funds which became open to helping the development of our art, culture and media, education of this profile became an imperative.

Upon completion of master academic studies, a master manager of culture and media is trained for research-analytical work and quality improvement of practice through designing and modeling in all areas of art, culture and media. During the studies, a master manager of culture and media acquires wide knowledge in the field of management, art science, dramatic and audio-visual arts, productions.... The program is adequately defined and in line with the social needs and economic transformation of the country, as evidenced by the positions taken by the students after completing the studies, which are the leading positions in the cultural institutions (Cultural Center of Belgrade, Center "Sava", Cultural Centers throughout Serbia), theaters (Belgrade Dramatic Theater, National Theater in Belgrade, National Theater in Subotica, Yugoslav Drama Theater, Bitef Theater...), media (RTS, RTV B92, Studio B, RTV Vojvodina), ministries (Ministry of Culture, Ministry of Youth and Sports), non-governmental organizations in the country, the region and Europe. With their knowledge and skills, they are not only managers and analysts of cultural and artistic development, but also active creators, and initiators of changes with very positive effects. Therefore, it can be said that the purpose of this program is education and the formation of top experts, theorists and practitioners for work in the public, private and civil sectors in the field of culture and the media.

## The objectives of the study program

The main objective of master academic studies of Culture and Media Management is to enable students to expand and deepen the already acquired theoretical knowledge as well as to master specific production-managerial professional interdisciplinary knowledge, necessary for the application of theory in practice or theoretical conceptualization of practice. Hence, the attention will be given equally to organization, economy and art issues.

These studies provide students with the opportunity to develop the complex skills necessary for successful design and creation, and then managing projects and institutions in media and cultural domains (theaters, museums, festivals, cultural centers, etc.). Therefore, the emphasis is on strategic management and management in culture and arts and cultural policy, management of electronic media as key areas of art and media management, and on the designing (modeling and re-structuring) of artistic and cultural organizations (organizations with and without artistic teams); as well as to familiarize students with analytical instruments

necessary for the research and development of organizational cultures, and on the finance management and the development of knowledge and skills necessary in fundraising and leading diversification of financial resources. A significant number of elective subjects will enable students to gain broad education in the field of theory of theater, communication theory, human resources management, psychology of art and media theory.

The objective of the program is to provide an incentive for the development of individual students' abilities (analytical and critical thinking, modeling skills, conceptualization, etc.), especially those necessary for the management of institutions, but also for critical consideration and suggestions for development of the existing media and cultural system - as well as appropriate media and cultural policies (analysis and proposal of public administration, priorities and postulates for the functioning of cultural policy reforms, etc.).

Master academic studies generally aim to enable students to master knowledge and skills that will enable them to carry out creative, conceptual, analytical and managerial tasks that raise the profession and activity to a higher level - the level of managers of cultural and media institutions, who have the capacity to act from the local and national to European and world level.

## Obtained competences

### General and subject-specific competencies by modules

Upon completion of master academic studies, students are expected to master the methods of theoretical analysis and techniques of scientific work in the domain of management in culture and media. Along with the fact that they possess interdisciplinary knowledge from the field of culture, theatre and media management, they also possess other numerous knowledge from the field of drama literature, contemporary theatre, psychology, communication theory and new media theory. They analyze problems successfully, synthesize and draw appropriate conclusions, apply theory in practice, successfully solve managerial conflict situations and provide solutions for new measures and instruments of organizational development of institutions or cultural policy. In general, the student is trained for research and analytical approach to the fields of culture and media - he/she mastered the methodology and the research process, developed critical thinking and is adequately prepared for the application of the acquired knowledge and the permanent development of both his/her own abilities and career, and the institutions of culture and media in which he/she operates.

Students are capable of making decisions even in cases that require not only analytical-production estimates, but also ethical deliberation (ethical dilemma related to production: artistic vision in conflict of interests with the institution - the question of rating; or ethical dilemma related to program issues: creative liberty of the artist in conflict of interests with the institution in relation to policy).

Master manager of culture and media is sensitized to understand and promote art and artistic production and actively promotes production activity in the field of dramatic and audiovisual arts and culture.

### Learning outcome

Master manager of culture and media gained knowledge necessary for:

- Understanding the field of management in culture and cultural policy, management and production of electronic media, management and production of theater art;
- planning and managing of human resources in artistic and other organizations of culture and media (knowledge of relevant theories, ways of motivation, evaluation techniques, etc.);
- analysis and evaluation of organization structures and organizational cultures - noticing of (dis)functionalities; value evaluation, business philosophy;
- restructuring, remodeling and creation of new model of organization design; making a proposal of new organizational culture;
- (re)defining of overall policy and electronic media program models;
- creative approach to solving managerial and production problems - risk and constant changes in culture and media management;
- monitoring and application of new things and improvement of the profession;

- understanding of budget and fiscal policy, implementation of the strategy of diversifying sources of financing at the national and international level...;
- understanding of macrosystem in culture, ways of acting and possible establishment of more functional (more effective and more efficient) theatre and other systems...

Through the work on final, master thesis, the student chooses to focus on the topic from one of the following domains: culture, theatre or media management. Under the mentor's supervision, he/she performs an independent research that results in a comprehensive, analytical-synthetic scientific work, with appropriate managerial or practical recommendations that can promote artistic practice in the relevant fields.

Having completed master academic studies, the student is ready to continue with the schooling process through specialist academic studies or doctoral studies in the interdisciplinary field or the field of socio-humanistic sciences.

## Curriculum

The emphasis of the process of master academic studies - Culture and Media Management is on the corpus of compulsory subjects that are fully conceived and placed in the first semester. It is about the following compulsory subjects: Strategic Management and Marketing, Management in Culture and Cultural Policy, Electronic Media Management and Theatre Management, which aim to adequately introduce students to theory and artistic practice of business operations of culture and media institutions. Another compulsory subject - Methods and Techniques of Scientific Research, is necessary as support that enables quality orientation of students in the sphere of scientific research and presentation of the results achieved.

Elective subjects - Theory of Communication, Development of Theatre Audience, HR Management in Culture and Art, Psychology of Art, Policy of Performing Art Festivals, Financial Operations in Culture and Management, Organizational Design and Organizational Culture, Theory and Practice of Digital Media, that are taught in the second semester, provide significant support to studying central fields and give students the opportunity to actively combine subjects and model the studies in accordance with personal interests and needs.

In the final semester, students choose the field (culture, media, theater) within which they will conduct the research, define the topic and choose a mentor, with whose help and collaboration they will prepare and elaborate their final, master thesis.

## Subject list

Management of Electronic Media I  
Management of Electronic Media II  
HR Management in Culture and Art  
Theatre Management I  
Theatre Management II  
Management in Culture and Cultural Policy I  
Management in Culture and Cultural Policy II  
Methods and Techniques of Scientific Work a  
Organizational Design and Organizational Cultures  
Policy of Performing Art Festivals  
Psychology of Arts a  
Development of Theatre Audience  
Contemporary Aesthetics IIa  
Strategic Management and Marketing  
Theory of Communication  
Theory and Practice of Digital Media  
Financial Operations in Culture and Art  
Final paper

## Curriculum

### Study program: MAS CULTURE AND MEDIA MANAGEMENT

No.	Subject code	Name of the subject	Semester	Type of subject	Subject status	Active teaching				Other classes	ECTS
						L	P	Additional Lecture Forms (ALF)	Research Study Paper		
1.	116	Management of Electronic Media I	1	SP	M	2	0	0	4	0	6
2.	122	Theatre Management I	1	SP	M	2	0	0	4	0	6
3.	114	Management in Culture and Cultural	1	TM	M	2	0	0	4	0	6
4.	267a	Methods and techniques of scientific	1	AGE	M	2	0	0	0	0	4
5.	139	Strategic Management and Marketing	1	TM	M	2	0	0	0	0	4
6.	EP I	Elective part I	2		E	2	2	0	10	0	14
7.	EP II	Elective part II	2		E	2	2	0	0	0	4
8.	EP III	Elective part III	2		E	2	0	0	0	0	4
9.		Final paper			M						12
<b>Total number of classes (lectures+practice, ALF, RSP, other classes) and ECTS for the year</b>						<b>8</b>	<b>2</b>		<b>11</b>		<b>60</b>
<b>Total number of active teaching classes, other classes and credits for all years of studying</b>						<b>21x30=630</b>				<b>630</b>	<b>60</b>

### List of elective subjects

#### Study program: MAS Culture and media management

No.	Subject code	Name of the subject	Semester	ECTS
<b>Elective part I</b>				<b>14</b>
1.	117	Management of Electronic Media II	2	14
2.	123	Theatre Management II	2	14
3.	115	Management in Culture and Cultural Policy II	2	14
<b>Elective part II</b>				<b>4</b>
1.	124	Organizational Design and Organizational Cultures	2	4
2.	137	Development of Theatre Audience	2	4
3.	140	Theory and Practice of Digital Media	2	4
<b>Elective part III</b>				<b>4</b>
1.	120	HR Management in Culture and Art	2	4
2.	130	Policy of Performing Art Festivals	2	4
3.	272a	Psychology of Arts	2	4
4.	276a	Contemporary Aesthetics II	2	4
5.	142	Theory of Communication	2	4
6.	146	Financial Operations in Culture and Art	2	4
<b>Total ECTS</b>				<b>22</b>

## Enrollment

The conditions and procedures for enrollment of a student into master academic studies at the study program of Culture and Media Management are in line with the Law on Higher Education, the Statute of the UA and the Statute of the FDA.

All candidates that apply for this study program go through entrance examination as a necessary condition for enrollment.

The conditions for enrollment are set forth in the Law on Higher Education, Statutes of UA and FDA, as well as the Rulebook for Enrollment of Candidates into the second and third degree of academic studies at the University of Arts.

The candidates who have completed undergraduate academic studies in the field of arts, social or socio-humanistic sciences with at least 240 ESPB credits and candidates who have completed undergraduate studies under the old laws have the right to apply for the study program of scientific master academic studies - Culture and Media Management.

## Entrance exam

The entrance exam - the examination of skills and abilities, consists of: the commission assessment of the written paper that candidates submit when applying for a competition and interview, a discussion with the candidates on topics that are initiated by literature, written paper and current trends in the field of culture and media management.

Candidates for enrollment in the first year of Master Academic Studies are ranked according to their success at undergraduate academic studies and success on the qualifying entrance exam.

A candidate can score maximum of 100 points:

- maximum of 30 points based on the previous success on undergraduate studies (points are gained by multiplying the average mark at undergraduate studies by 3) General academic success means the sum of the average grades from all subjects during the entire study is taken into account. General success is calculated by rounding up to two decimals.
- maximum of 70 points based on the exam for checking abilities and tendencies which are:
  - a) based on the evaluation of admission paper - from 0 to 15 points;
  - b) based on the discussion with the Commission - the interview - from 0 to 55 points.

The right to rank in the unique ranking list is obtained by the candidate who passed the entry examination. The Faculty determines the order of the candidates who have passed the entrance exam according to the number of points achieved in total, namely: a student financed by the government and a self-financed student.

The candidate can be enrolled as a budget-financed student if it is ranked up to the number approved for enrollment of budget-financed students, which is determined by the competition, and has achieved at least 80 points.

The candidate can be enrolled as a self-financed student if it is ranked up to the number approved for enrollment of self-financed students, which is determined by the competition, and has achieved at least 60 points.

In the case that two candidates have the same number of points in ranking, priority is given to the candidate who gained a higher number of points on the exam for checking abilities and tendencies.

## Student's assessment and progress

The final mark for each subject of the study program is formed by continuous monitoring of student's work and achieved results during the semester and the current school year, as well as the results achieved within the pre-examination activities and the exam.

The total student load consists of attending lectures and practice, consultations, independent work under supervision, independent work, preparation of seminar papers, research and final preparation of final, master thesis.

Points are allocated for each of the predefined components of the study program, and by passing the exam the student receives a certain number of ECTS, defined in the study program. The number of ECTS credits is determined

based on the student's load in mastering a particular subject and applying the unique methodology of the Faculty for all study programs.

The exams are taken orally and / or in writing, and the examination periods are, according to the Law on Higher Education: January, April, June, September and October. Upon fulfilling pre-examination obligations, students are entitled to sit the exam. Student's success in mastering a particular subject is continuously monitored during classes and expressed in points. Each subject is evaluated with 100 points, and by fulfilling pre-examination obligations and taking the exam, the student can earn a maximum of 100 points. The minimum volume of pre-examination obligations that can be completed during the semester is 30, and the maximum is 70. Pre-examination obligations, depending on the year and subjects, balance requirements from the field of practical, i.e. theoretical knowledge and student's engagement. Each subject from the study program has a clear and stated way of obtaining points (table 5.2.).

Final marks in the exams are expressed in numbers from 5 to 10, where 5 is not a passing mark, and 10 is the highest mark. Student's mark is based on the total number of points that the student obtained by fulfilling pre-examination obligations and passing the exam, and according to the quality of gained knowledge and skills.

The marks are recorded and entered into the exam records, the exam application and the student's transcript booklet. The student is informed about the mark shortly after sitting the exam or no later than in 7 days after the exam.

## Table of courses

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Financial Management in Culture and Art			
<b>Professor(s):</b> PhD Djukic, G. Vesna, tenured professor, PhD Copic, Vesna, visiting professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Attending second semester of Master Studies Management of Culture and Media			
<b>Goals of the course:</b> To introduce students to the basic models of financing in culture and enable them to manage the financial operations in the public, private and civil sector in culture.			
<b>Outcomes of the course:</b> Students understand the principles of the cultural market and other related markets (cultural and creative industries, cultural tourism, arts education, etc.); know the difference between the profit-oriented and non-profit oriented activities in culture; are familiar with economic instruments of cultural policies and other public sector policies and practices that co-finance indirect budget beneficiaries in culture; are familiar with mechanisms of financial management in the public, private and civil sector in culture; successfully prepare financial strategies of mixed financing and business plans in culture.			
<b>Content of the course:</b> 1-4. The role of cultural market in the cultural system; External and internal sources of financing in culture; fundraising - subsidies, donations, sponsorship; The financial pyramid in culture; mixed financing strategy; The financial management information system in culture (FMIS); 5.6. Economic instruments of cultural policy and other public sector policies and practices; Cultural policy in relation to cultural and creative industries; mechanisms of financing: budget financing of the founders, co-financing through public tenders; International Structural Funds UNESCO and the EU; cultural statistics; 7- 9. Private income: sales of primary and secondary goods and services in culture; a business plan; 10-14. Models of financing in culture and cultural statistics: comparative analysis of Serbia and EU member states (COMPENDIUM - Cultural policies and trends in Europe) section on financing <a href="http://www.culturalpolicies.net">www.culturalpolicies.net</a> ; section on cultural statistics; Student research; oral presentation of results and discussion			
<b>Literature:</b> 1. Burns, William, Management and the Arts, Belgrade CLIO (Operations and Budgeting pp. 349-373; Economics and Financial Management pp. 392-448; Fundraising pp. 492-545); 2. Dragicevic Sestic, Milena, Stojkovic, Branimir, KULTURA - menadzment, animacija, marketing, Belgrade, CLIO, 2011; (Preduzetnistvo u kulturi, godisnji biznis plan galerije pp. 107-113); 3. Djukic, Vesna, <i>Drzava i kultura – studije savremene kulturne politike</i> , Faculty of Dramatic Arts, Belgrade, 2012 (Ekonomski instrumenti pp. 135- 158, Evropski strukturni fondovi pp. 271-278 Sirenje trzista kulture pp. 291-299, Razvoj finansijskih resursa pp. 321-332, Politika kulturnog turizma pp. 358-364); 4. Djukic, Vesna, "Izazovi pozorisne politike u Srbiji: finansiranje u funkciji vrednosno-idejnih ciljeva", Drzava i kultura – studije savremene kulturne politike, Fakultet dramskih umetnosti, Beograd, 2012 (Ekonomski instrumenti str. 135- 158, Evropski strukturni fondovi str. 271-278 Sirenje trzista kulture str. 291-299, Razvoj finansijskih resursa 321-332, Politika kulturnog turizma str.358-364); 4. Djukic, Vesna, "Izazovi pozorisne politike u Srbiji: finansiranje u funkciji vrednosno-idejnih ciljeva", Postkonferencijski zbornik radova u CD formatu s naucnog skupa Menadzment dramskih umetnosti i medija – izazovi 21. veka, Belgrade, Almanac of the Faculty of Dramatic Arts, pp. 171-181; 5. Djukic, Vesna, "Uticaj kulturne politike na razvoj kreativne ekonomije i trziste rada u Srbiji", 2012, Kultura i drustveni razvoj, Zbornik radova sa naucnog skupa Kulturna politika, umetnicko stvaralastvo i medijska praksa u funkciji odrzivog razvoja, Belgrade, Megatrend University, May 12, 2012, pp. 11-25			
<b>No. of active teaching classes:</b> 2	<b>Lectures:</b> 2	<b>Workshops:</b>	
<b>Teaching methods:</b> Lectures, preparation and presentation of an essay			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>50 points</b>	<b>Final Exam</b>	<b>50 points</b>
Activity during the course		written exam	
Workshops		oral exam	50
Colloquium/colloquia		.....	
Pre-exam paper	50		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Management of Electronic Media I			
<b>Professor(s):</b> PhD Maricic Dj. Nikola, MA Milica Spasojevic			
<b>Status of the course:</b> Compulsory			
<b>Number of ECTS:</b> 6			
<b>Precondition:</b> Master's degree enrollment in Management of Culture and Media			
<b>Goals of the course:</b> Since functional management is necessary for successful management of electronic media, the purpose of the course is to introduce students to the mechanisms and features that internally and externally affect media management - radio stations, as well as enable them to appropriately master theoretical, managerial and artistically-professional techniques that are necessary for the management of radio stations.			
<b>Outcomes of the course:</b> Upon completion of the program, students are enabled to perform tasks in various management positions - the radio station manager, managing director or program editor, manager editor of the music department, managing director or news editor, and in a variety of media included within the current domestic legal provisions.			
<b>Content of the course:</b> 1. Basic concepts - management, management of radio stations, project management. 2. Theories of management and media management. 3. The role and position of managers in the organizational structure of radio stations. 4. The basic functions of general management and management of radio stations. 5. Levels of Management. 6. Factors influencing the management of radio stations. 7. Normative aspects of the modern management of radio stations. 8. Program management of radio stations. 9. Sales management of radio stations program. 10. Human Resource Management - Personnel management of radio stations. 11. The financial management of radio stations.12. The application of modern management in the management of public radio broadcasting service. 13. The application of modern management in the radio market share. 14. Evaluation, monitoring and program control. 15 Exam.			
<b>Literature:</b>			
<ul style="list-style-type: none"> <li>- Bogavac, Svetlana, Menadzment medija, FIM, 2000</li> <li>- PhD Maricic, Nikola: Menadzment radija, RTS – Radio Beograd i Institut FDU, Belgrade, 2007</li> <li>- Miletic, Mirko, Osnove menadzmenta medija, Filozofski fakultet, 2009, Novi Sad</li> <li>- Zbornik Anatomija radija, edited by PhD Nikola Maricic, RTS – Radio Beograd i Institut FDU, Belgrade, 2007</li> <li>- Pringle, P &amp; Starr, M, 2006, Electronic Media Management (5th ed), Elsevier, Boston, 2006</li> </ul>			
<b>No. of active teaching classes:</b> 6		<b>Lectures:</b> 2	<b>Workshops:</b> 4
<b>Teaching methods:</b> Lectures, exercises including analysis of various aspects of the management of radio stations and radio broadcasting system in Serbia, used for the preparation of pre-exam paper that is to be presented publicly; forums - classes with visiting professors and meeting with media professionals, debates, discussions, workshops.			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>60 points</b>		<b>Final Exam</b>
Activity during the course	10	written exam	<b>40 points</b>
Workshops	20	oral	40
Colloquium/colloquia		.....	
Pre-exam paper	30		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Management of Electronic Media II			
<b>Professor(s):</b> PhD Maricic Dj. Nikola, PhD Nikolic M. Mirjana, PhD Martinoli A. Ana, MA Milica Spasojevic			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 14			
<b>Precondition:</b> Attending second semester of Master Studies Management of Culture and Media and fulfilled exam obligations in Management of electronic media I			
<b>Goal of the course:</b> During the course, students gain theoretical and practical knowledge in the field of media management and in financial operations and management of human resources in the field of contemporary media environment. At the same time the subject follows the individual research interests of students and the variable part together with the constant one is being modeled every year so that it follows the current trends in electronic media management.			
<b>Outcome of the course:</b> Students are familiar with the general mechanisms and specific financial operations of the media. At the same time they understand the uniqueness and importance of human resources for the achievement of the mission of an electronic medium. Apart from this, they are ready to create a financial strategy and personnel policy of the media. The ultimate goal of this is that the students are ready to successfully prepare their master theses and finish the studies.			
<b>Content of the course:</b> 1. The financial function of the media. 2. Aims and objectives of financial management 3. Financial planning. 4. Business plan 5. Financial analysis of markets, institution operations, organizations... 6. Financial decision making. 7. Effects and evaluation of financial operations. 8. Specifics of artwork and management of the creative team. 9. Human resources strategy. Employee motivation 10. Planning human resources (knowledge, skills and qualifications) 11. Management/Leadership. Internal communication as a task of the Human Resources Department 12. The methodology of master thesis preparation. 13 Defining the basic elements of the thesis - subject, goal, conceptual and hypothetical framework, literature and sources 14-15. Presentation and explication of the thesis and the exam.			
<b>Literature:</b>			
<ul style="list-style-type: none"> <li>- PhD Maricic Nikola: Menadzment radija, RTS – Radio Belgrade and FDA Institute, Belgrade, 2007</li> <li>- Almanac Anatomija radija, edited by Nikola Maricic, RTS – Radio Belgrade and FDA Institute, Belgrade, 2007</li> <li>- Pekovic, Goran, Menadzment komercijalne televizije, Institute for Theatre, Film, Radio and Television Faculty of Dramatic Arts, Belgrade, 1995</li> <li>- Torrington D. et al., Human Resource Management, Datastatus, Belgrade, 2004</li> <li>- Sherman, BI, Telecommunications management, The broadcasting and Cable industries, McGraw-Hill, New YORK, 1987.</li> <li>- Armstrong, Michael Armstrongs Handbook of Human Resource Management Practice, Kogan Page Ltd, London, 2009.</li> <li>- Pringle, P &amp; Starr, M, 2006, Electronic Media Management (5th ed), Elsevier, Boston</li> <li>- PhD Martinoli Ana, Strategije programiranja komercijalnog radija, FDA, Belgrade, 2015</li> </ul>			
<b>No. of active teaching classes:</b> 14	<b>Lectures:</b> 2	<b>Workshops:</b> 2	<b>Research paper:</b> 10
<b>Teaching methods:</b> lectures, exercises, debates, discussions, workshops			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>60 points</b>	<b>Final Exam</b>	<b>40 points</b>
Activity during the course	10	written exam	
Workshops	30	Oral exam	50
Colloquium/colloquia			
Pre-exam papers	20		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Human Resources Management in Culture and Arts			
<b>Professor(s):</b> PhD Maja Ristic, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Attending second semester of Master Studies Management of Culture and Media			
<b>Goal of the course:</b> Providing students with theoretical and empirical knowledge in the field of HRM in arts organizations. Students should recognize the fundamental importance of recruiting and harmonious teamwork in the organization of art (cultural center, museum, theatre...), which directly affects the quality, success and artistic achievement of an artwork (books, plays, concerts).			
<b>Outcome of the course:</b> The ability to recruit personnel for arts organizations. Being familiar with the function of HR departments of culture and arts organizations (theatre, cultural centers, publishing houses, museums, galleries ..);			
<b>Content of the course:</b> <i>Lectures</i> 1. The significance of human resources; 3. Humanistic theory of development of an individual by Abraham Maslow; 4. Selection of personnel; The process of recruiting staff (general operations modus); 5. Limitations in the selection of personnel; 6. Recruitment of staff; 7. The variety of work in the art; 8. The selection process; 9. An individual in the artistic organization; 10. Focus on the contribution; 11. Participation in community life through the social sector; 12. Awareness of one's own qualities; 13. Time management ability; 14. The functioning of the communication; 15; Volunteers and unions in the art; 16. Board of Directors. 17. Leadership and teamwork (theories of Adizes, Drucker); 15. The constructive use of power by A. Maslow;			
<b>Literature:</b>			
<ul style="list-style-type: none"> <li>- Dositeus – razvoj ljudskih resursa u kulturi, Almanac (edited by PhD Milena Dragicevic Sestic, tenured professor of the Academy in Novi Sad, Belgrade, 2011)</li> <li>- Ristic, Maja, <i>Pozorisni producent u drustvu znanja: umetnik ili administrator</i>, Almanac of the Faculty of Dramatic Arts vol. 21 (edited by PhD Mirjana Nikolic, tenured professor), FDA, Belgrade, 2012</li> </ul>			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	<b>Workshops:</b> 0
<b>Teaching methods:</b> ex-cathedra teaching, debates, discussions			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>60 points</b>	<b>Final Exam</b>	<b>points</b>
Activity during the course	10	written exam	
Workshops	10	oral exam	40
Colloquium/colloquia			
Pre-exam papers	40		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Theatre Management I			
<b>Professor(s):</b> PhD Dragana Colic Biljanovski, tenured professor, PhD Maja Ristic, assistant professor, PhD Sasa L. Sailovic, assistant professor			
<b>Status of the course:</b> Compulsory			
<b>Number of ECTS:</b> 6			
<b>Precondition:</b> Master's degree enrollment in Management of Culture and Media			
<b>Goals of the course:</b> Mastering theoretical and practical knowledge required to manage theatre institutions. Students should gain knowledge about the nature and the content of the theatre management process, based on theoretical lectures and insight into practical examples.			
<b>Outcomes of the course:</b> Students are expected to know theoretical basis of the theatre management, independently design and implement a variety of theatre-related plans; understand organizational aspects of theatre and are able to independently project the development of the organizational structure, make individual job descriptions, understand the nature of sector and intersectoral division, are familiar with the process of the theatre financial operations; know and understand the principles of market operations and the possibility of their application in theatre practice; are familiar with all the aspects of the process of personnel management; know the principles of control mechanisms enforcement and are capable of applying them in practice.			
<b>Content of the course:</b> <i>Lectures</i> 1. The theatre mission/task; determining characteristics of the theatre mission/task from a unique theatre system; 2. The objectives of the theatre; 2.1. Theatre arts goals; 2.2. Theatre business objectives; 2.3. The influence of theatre goals on its internal organization; 2.4. Features of the goals and their implementation in the theatre practice; 2.5. The process of making business decisions in the theatre; 2.6. Prediction as a factor in decision-making in the theatre. 3. The planning process and the types of theatre plans; permanent theatre provisions (policies, rules and procedures) 3.1. Repertoire plan; 3.2. Operational plans; 3.2.1. Plan of theatre play production; 3.2.2. Operational plans in technical facilities; 3.2.3. Marketing plans (advertising and sales plans); 3.2.4. Annual Work Plan of the theatre; 4. Organizational functions in the theatre; 4.1. The sectoral organization; 4.2. Establishing financial functions in the theatre and organizing the financial sector; 4.3. Marketing sector, its tasks and organization; 4.4. The development of the human resources sector in the theatre; 4.4.1. The human resources sector purpose in relation to the artistic and non-artistic personnel; 4.5. Research and development as a separate organizational function in the theatre, 4.6. Application of logistics in theatre practice; 4.7. Communication and information system within the organizational structure of the theatre; types and importance of information; types of messages; 5. Control management function and its application in theatre practice; 5.1. Development of control standards in the theatre; 5.2. A control cycle in the theatre; 6. Case Study: operations of Atelje 212 (from the 2009/10 season to the 2012/13 season). <i>Workshops:</i> Study period in one of the professional theatres in Belgrade.			
<b>Literature:</b> - Wren A.Daniel and Dan Voich, Management: Process, Structure and Behaviour, PS Grmec – Privredni pregled, Belgrade, 2001 - Byrnes, William Management and the Arts, CLIO, Belgrade, 2009 - Sasa Sailovic, Novi oblici organizovanja i finansiranja institucionalnog pozorista na primeru pozorisnog sistema Beograda u skladu sa principima projektnog menadzmenta, MGR thesis, Belgrade, FDA, 2003 - Sasa Sailovic, Misija nacionalnog teatra u 21. veku, Beograd, Almanac FDA vol. 17:117 – 125, 2010			
<b>No. of active teaching classes:</b> 6		<b>Lectures:</b> 2	<b>Workshops:</b> 4
<b>Teaching methods:</b> <i>Ex Cathedra</i> teaching, exercises in the professional theatres or on the chamber stage of FDA			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>		<b>30 points</b>	<b>Final Exam</b>
Attendance/activity during the course		10	written exam
Workshops		20	oral
Colloquium/colloquia			.....
Pre-exam paper			
			<b>70 points</b>
			40
			30

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Theatre Management II			
<b>Professor(s):</b> PhD Dragana Colic Biljanovski, tenured professor, PhD Maja Ristic, associate professor, PhD Sasa L. Sailovic, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 14			
<b>Precondition:</b> Fulfilled exam obligations in Theatre Management I			
<b>Goals of the course:</b> The goal of the course is the application of theoretical knowledge in solving practical difficulties encountered in the theatre on daily basis.			
<b>Outcomes of the course:</b> Students are expected to know the theoretical basis of theatre management, to be able to apply the operational analysis techniques of a concrete theatre, identify the problems and suggest means to overcome them.			
<b>Content of the course:</b> <i>Lectures:</i> Through the development of pre-exam paper, students apply theoretical knowledge acquired by attending lectures and studying the suggested literature and knowledge acquired during the study period in the professional theatre. Students prepare pre-exam paper on the selected topic in relation to the resolution of the identified problem, approved in accordance with the stipulated faculty procedure. <i>Workshops:</i> Study period in one of the professional theatres in Belgrade.			
<b>Literature:</b> - Wren A.Daniel and Dan Voich, Management: Process, Structure and Behaviour, PS Grmec – Privredni pregled, Belgrade, 2001 - Byrnes, William Management and the Arts, CLIO, Belgrade, 2009 - Sasa Sailovic, Novi oblici organizovanja i finansiranja institucionalnog pozorista na primeru pozorinog sistema Beograda u skladu sa principima projektnog menadzmenta, MGR thesis, Belgrade, FDA, 2003 - Sasa Sailovic, Misija nacionalnog teatra u 21. veku, Beograd, Almanac FDA vol. 17: pp.117 – 125, 2010			
<b>No. of active teaching classes:</b> 14	<b>Lectures:</b> 2	<b>Workshops:</b> 2	<b>Research paper:</b> 10
<b>Teaching methods:</b> <i>Ex Cathedra</i> teaching, study period in the theatre.			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>30 points</b>	<b>Final Exam</b>	<b>70 points</b>
Attendance/activity during the course	10	written exam	40
Workshops	20	oral	30
Colloquium/colloquia		.....	
Pre-exam paper			

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Cultural Management and Cultural Policy I			
<b>Professor(s):</b> PhD Dragicevic Sestic D. Milena, tenured professor, PhD Djukic G.Vesna, tenured professor, PhD Copic Vesna, visiting professor			
<b>Status of the course:</b> Compulsory			
<b>Number of ECTS:</b> 6			
<b>Precondition:</b> Master's degree enrollment in Management of Culture and Media			
<b>Goal of the course:</b> 1. Enabling students to understand the role of culture in society, the latest cultural changes in the era of globalization and the demands in contemporary cultural policy and cultural management; introducing the students to the most important theorists of culture, cultural management and cultural policy that set the values and principles in the field of cultural management and cultural policy; 2. Students gain knowledge about development theories, indicators of cultural and social development and mapping resources, and to develop the capacity of vocational and professional practical work in the field of culture on the basis of theoretical research and analysis.			
<b>Outcome of the course:</b> Students have mastered the key concepts of modern management in culture and the cultural policy. They developed problem, analytical and critical thinking and an awareness of ethical issues of the profession being able to understand the positions of all participants in the cultural system and they mastered the methods of theoretical analysis and academic writing,			
<b>Content of the course:</b> 1-7. Cultural Management: Philosophical foundations of cultural management; Globalization and cultural changes - new requirements in cultural management: from the national to the transcultural paradigm; Entrepreneurial approach to the theory of cultural management; The theory of creativity and innovation management; The field of culture and media as the new economy; Cultural capital and creative capital; Change and risk management; The concept of sustainable development; The society of knowledge; Indicators and Resources for analysis (World Bank Development Indicators, World Values Survey, Eurostat - Eurobarometer); 8-13. Cultural policy: The relation between cultural management and cultural policy; development possibilities of contemporary cultural policy in Serbia; The processes of creating cultural policy, research methodology and writing effective recommendations for decision makers; 14-15. Oral presentation of results of the students' research paper			
<b>Literature:</b>			
- 1. Anheier, Helmut K. and Isar, Yudhishtir Raj, (eds.) <i>Cultures and Globalization: The cultural economy</i> . Sage Publications, Thousand Oaks, CA. 2008			
- 2. Arjun Appadurai, <i>Kultura i globalizacija</i> , Belgrade, Biblioteka XX vek, 2011			
- 3. Bendixen Peter. About the Philosophical Foundations of the Theory of Cultural Management, in: <i>Cultural Management (Krakow)</i> , n. 1/2008, pp. 9-17			
- 4. Haghoort Giep. <i>Cultural Entrepreneurship, an Introduction to Art Management</i> , Phaedon, Utrecht, 1993			
- 5. Djukic, Vesna, <i>Drzava i kultura – studije savremene kulturne politike</i> , Faculty of Dramatic Arts, Belgrade, 2012 (Odnos menadzmenta u kulturi i kulturne politike pp. 38-47, Razvojne mogucnosti savremene kulturne politike u Srbiji pp. 353-409, Metodologija pisanja preporuka pp. 409-425)			
- 6. David Throsby, <i>The Economics of Cultural Policy</i> , CLIO, Belgrade, 2012			
- 7. Towse, Ruth, <i>Cultural Economics</i> , CLIO, Belgrade, 2012			
- 8. Dragicevic Sestic M., Nikolic, M., Rogac Mijatovic, L.J., <i>Kultura i odrzivi razvoj u doba krize</i> , Institute for Theatre, Film, Radio and Television Faculty of Dramatic Arts, Belgrade 2014			
<b>No. of active teaching classes:</b> 6		<b>Lectures:</b> 2	<b>Workshops:</b> 4
<b>Teaching methods:</b> lectures, discussions, debates, presentations			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>40 points</b>	<b>Final Exam</b>	<b>60 points</b>
Activity during the course		written exam	
Lectures		oral	60
Oral presentation of the research paper results (research analysis of the chosen problem with discussion at the end of the first semester)	40	.....	
Colloquium/colloquia			
Pre-exam papers			

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Cultural Management and Cultural Policy II			
<b>Professor(s):</b> PhD Dragicevic Sestic D. Milena, tenured professor, PhD Djukic G.Vesna, tenured professor, PhD Copic Vesna, visiting professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 14			
<b>Precondition:</b> Attending second semester of Master Studies Management of Culture and Media and fulfilled exam obligations in Cultural management and cultural policy I			
<b>Goal of the course:</b> 1. Enabling students to understand the role of culture in society, the latest cultural changes in the era of globalization and the demands in contemporary cultural policy and cultural management; introducing the students to the most important theorists of culture, cultural management and cultural policy that set the values and principles in the field of cultural management and cultural policy; 2. Students gain knowledge about development theories, indicators of cultural and social development and mapping resources.			
<b>Outcome of the course:</b> Students have mastered the key concepts of modern management in culture and the cultural policy. They developed problem, analytical and critical thinking and an awareness of ethical issues of the profession being able to understand the positions of all participants in the cultural system and they mastered the methods of theoretical analysis and academic writing.			
<b>Content of the course:</b> 1-7. Cultural Management: Philosophical foundations of cultural management; Globalization and cultural changes - new requirements in cultural management: from the national to the transcultural paradigm; Entrepreneurial approach to the theory of cultural management; The theory of creativity and innovation management; The field of culture and media as the new economy; Cultural capital and creative capital; Change and risk management; The concept of sustainable development; The society of knowledge; Indicators and Resources for analysis (World Bank Development Indicators, World Values Survey, Eurostat - Eurobarometer); 8-13. Cultural policy: The relation between cultural management and cultural policy; development possibilities of contemporary cultural policy in Serbia; The processes of creating cultural policy, research methodology and writing effective recommendations for decision makers; 14-15. Oral presentation of results of the students' research paper			
<b>Literature:</b>			
<ul style="list-style-type: none"> <li>- Arjun Appadurai, Kultura i globalizacija, Belgrade, Biblioteka XX vek, 2011</li> <li>- Djukic, Vesna, Drzava i kultura – studije savremene kulturne politike, Faculty of Dramatic Arts, Belgrade, 2012 (Odnos menadzmenta u kulturi i kulturne politike pp. 38-47, Razvojne mogucnosti savremene kulturne politike u Srbiji pp. 353-409, Metodologija pisanja preporuka pp. 409-425)</li> <li>- Dragicevic Sestic M., Nikolic, M., Rogac Mijatovic, LJ., Kultura i odrzivi razvoj u doba krize, Institute for Theatre, Film, Radio and Television Faculty of Dramatic Arts, Belgrade 2014</li> <li>- Matarasso and Landry, Twenty-one Strategic Dilemmas in Cultural Policy</li> </ul>			
<b>No. of active teaching classes:</b> 14	<b>Lectures:</b> 2	<b>Workshops:</b> 12	<b>Research paper:</b> 10
<b>Teaching methods:</b> lectures and colloquium - test			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>60 points</b>	<b>Final Exam</b>	<b>points</b>
Activity during the course		written exam	
Workshops		oral	40
Colloquium/colloquia		.....	
Pre-exam paper	60		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Methods and Techniques of Scientific Paper a			
<b>Professor(s):</b> PhD Aleksandra V. Milovanovic, assistant professor; PhD Ksenija Dj. Radulovic, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Master's degree enrollment			
<b>Goals of the course:</b> to introduce students to the basic problems, concepts and theories of methodology and technique of scientific study, and to learn and apply the methodologies and techniques of scientific research. The course covers the widest range - choice of study topics, gathering and critical reading of relevant literature, defining the basic hypotheses, targets and timeframes of research, the final outcomes in structuring the final text.			
<b>Outcomes of the course:</b> Upon course completion, students should be able to master a number of methods and successfully apply different techniques of scientific research. At the same time they are prepared for the development of pre-exam, specialist and master papers.			
<b>Content of the course:</b> Lecture topics: (1) The concept of methodology of a scientific paper; (2) The concept of techniques of scientific research; (3) Through research to topic; (4) Types of scientific papers and a scientific text; (5) Research (gathering, processing, criticizing and analyzing the data); (6) The structure of scientific research (phases, problems, final structure); (7-12) Discussions on pre-exam papers; (13-15) Revising homework assignments and discussions on exam paper.			
<b>Literature:</b> <ul style="list-style-type: none"> <li>• Milan Damjanovic, <i>Problem eksperimentalne metode u estetici</i>, Belgrade, 1965</li> <li>• Milan Damjanovic, <i>Mesto teorijskog rada u okviru Univerziteta umetnosti</i>, Belgrade, 1976</li> <li>• Nikola Damjanovic, <i>Osnovi naučnoistraživačkog rada</i>, Belgrade, 1989</li> <li>• Zak Finci, Leo Finci, Rudi Finci, <i>Magisterij i doktorska disertacija</i>, Sarajevo, 1992</li> <li>• Midhat Samic, <i>Kako nastaje naučno djelo</i>, Sarajevo, 1992</li> <li>• Milovanovic, Aleksandra <i>Imaginarno polje filmske slike, citanje i interpretacija</i>, Belgrade: Zaduzbina Andrejevic, 2011</li> <li>• Radulovic, Ksenija <i>Korak ispred</i>, Podgorica – Budva, 2000</li> </ul>			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	
<b>Workshops:</b> 0			
<b>Teaching methods:</b> Lectures, discussions, research paper			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>30 points</b>	<b>Final Exam</b>	<b>70 points</b>
Attendance/activity during the course	10	written exam	50
Colloquim/colloquia		oral exam	20
Pre-exam paper(s)	20		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Cultural Management – organizational design and cultures			
<b>Professor(s):</b> PhD Dragicevic D. Milena, tenured professor, PhD Dragojevic Sanjin, visiting professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Attending second semester of Master Academic Studies			
<b>Goals of the course:</b> To teach about cultural entrepreneurship and the creation of artistic and cultural organizations (with and without artistic teams included); to develop awareness among students about the different possibilities of structuring cultural organizations in the public, private and civil sector, introduce them to the concepts, criteria and parameters for assessing organizational culture, and enable them to determine the type of organizational culture and plan its development (change software and artistic policy) using analytical instruments (research) .			
<b>Outcomes of the course:</b> Acquisition of analytical knowledge necessary for: analyzing the organizational structure and identification of (dis)functionality; restructuring, transformation and the creation of a new model of organization design; Evaluation of organizational culture; identification of subculture and alternative groups within the organization; assessment of its compliance with the values of national culture and the values promoted by cultural policy; development of new organizational culture proposition; planning the method of its adoption and development by artistic and programming teams at the institution.			
<b>Content of the course:</b> 1. Organizational structure and design of artistic and cultural institutions; 2. The concept and the content of the organizational culture; 3. Cognitive elements (values, beliefs, norms); symbolic elements (rituals, customs and behavior patterns, narratives, visual and linguistic metaphors, artifacts... 4. Specifics of arts organizations (the influence of cultural traditions, global cultural flows, the leadership management style...). 5. Institutional memory: policy and practice; 6. Alternative cultures and subcultures of the artistic and cultural complex organizations. Possible ideological-aesthetic conflicts 7. Types of philosophy operations and organizational cultural institutions and organizations that are active in the field of art (Ficgibon); 8. Strategy for the development of organizational culture; 9. Change management 10. Centre of creativity in the organization, management and motivation. Developing a culture of excellence; 11. The influence of European networking on the change of the organizational culture. Benchmarking. 12-14. Analytical instruments necessary for the evaluation of organizational cultures (Based on different authors questionnaires for the assessment of organizational culture - working on the individual instrument that is adequate for the activities in the domain of culture and media); 15. Elaboration and presentation of the instruments for the purpose of research for the master thesis.			
<b>Literature:</b> - Janicijevic N. Organizaciona kultura, ULIX i Faculty of Economics Novi Sad, 1997 - Byrnes, William Management and the Arts, CLIO, Belgrade, 2009 - Dragicevic Sestic M. and Dragojevic S. Menadzment umetnosti u turbulentnim okolnostima, CLIO, Belgrade, 2005 (chapter no. 5) - Drucker Peter, Managing the non-profit Organisation, principles and practices, Harper Collins 1990 - Fitzgibbon, Marian. 2001, Managing innovation in the arts: making art work, Quorum Books, Westport, Conn. - Caust J, (ed.), Arts Leadership, Tilde University Press, Melbourne, 2013 - Torrington D. et al., Human Resource Management, Datastatus, Belgrade, 2004			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	<b>Workshops:</b> 0
<b>Teaching methods:</b> Lectures, interactive lectures, discussions, consultations			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>30 points</b>	<b>Final Exam</b>	<b>70 points</b>
Elaboration and presentation of research instruments	30 points	Pre-exam paper: topic is selected based on the research problematics for master thesis/organizational structure design, analysis of the memory policy, etc.)	

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Festival and Performing Arts Policy			
<b>Professor(s):</b> PhD Jovicevic Aleksandra, visiting professor of The University La Sapienza, Rome, Italy, PhD Medenica Ivan, tenured professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Master's degree enrollment			
<b>Goal of the course:</b> Introducing students to the history of festivals, their status, function and significance in different contexts. Developing critical thinking of students in the adoption and analysis of certain concepts through case studies. Spotting the different instruments in the design, implementation and evaluation of important festivals at home and abroad.			
<b>Outcome of the course:</b> Acquiring the ability to independently draft a festival project, its planning and implementation, as well as evaluation and critical analysis of the results.			
<b>Content of the course:</b> The course is aimed at studying the outburst of festivals in Europe and their artistic, educational, economic, cultural and political aspects. The initial assumption is that not every festival has a clear purpose, role and clearly defined identity and that they are often designed for marketing and fundraising purposes. Topics are the following: 1. The decline of the modern festival. From elitist self-representation to cultural diplomacy; 2. Alternative and student festivals during the cultural Revolution of 60s and 70s; 3. Modernism and culture of innovation. Development of reflective function of some festivals; 4. Outburst of festivals after the end of the Cold War; 5. The purpose, function, positioning and the interaction with the content; 6. The artistic goals of restrictive factors; 7. Internalization and cross-cultural differences; 8. The policy of prestige. Interaction with the tourism industry; 9. Funding and sponsorship; 10. Local VS global. The influence of society and audience development; 11. The search for continuity. Managerial decisions; 12. Festival and educated audience; 13. The impact of the media on the cultural capital; 14. Festival as a co-producer. The emergence of "consortium" of the festival. Transformation strategies; 15. The future of festivals in Europe			
<b>Literature:</b> - 1. Goldberg, RoseLee (1993). Performance Art. From futurism to the present. London: Thames and Hudson - 2. Klaic, Dragan (2002). The Future of Festival Formulae. A background paper for the symposium of the same title organized by the Holland Festival in June 2002. - 3. Klaic, Dragan (2002). Local interest, derived from a speech given at the EFA 50th anniv. Conference. International Arts Manager, Dec 2002/January 2003. - 4. Lacombe, Robert (2004). Le spectacle vivant en Europe, Modèles d'organisations et politiques de soutien. Paris: La Documentation française - 5. European Festival Research Project <a href="http://www.efa-aef.eu/en/activities/efrp">www.efa-aef.eu/en/activities/efrp</a>			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	
<b>Workshops:</b> 0			
<b>Teaching methods:</b> Lectures, discussions, presentations, case studies, research tasks			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>		<b>30 points</b>	
<b>Final Exam</b>		<b>70 points</b>	
Attendance during the course		30	
written exam		70	

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Psychology of Art a			
<b>Professor(s):</b> PhD Irena J. Ristic, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Master's academic degree enrollment			
<b>Goals of the course:</b> Gaining insight into theories and relevant studies in the field of psychology of art and experimental esthetics, as well as introducing students to current topics and findings of contemporary research of art.			
<b>Outcomes of the course:</b> At the end of the course, students are expected to be capable of analyzing relevant theories and research in the field of psychology of art and experimental esthetics, with the possibility of creative implementation of acquired psychological knowledge and development of critical thinking in the historical and cultural context.			
<b>Course content</b> is focused on the examination of the phenomenon of art, taking into account three elements: the artist, the piece of art and the audience, as well as two direction influence from the artist to the piece of art (creative process) and from the piece of art to the audience (aesthetic perception). With reference to psychodynamic achievements in the study of art, gestalt and cognitive theories of art, but also the implications of the new experimental aesthetics, among others, students are introduced to contemporary psychological research and dynamic models that tend to explain art, its functions and outcomes.			
<b>Literature:</b> - Ognjenovic, P. (1997) Psiholoska teorija umetnosti. Beograd: Institut za psihologiju - Mandic, T. i Ristic, I. (2014) Psihologija kreativnosti. Belgrade: Institute for Theater, Film, Radio and Television (pp. 125-149) - Kaufman, J. C., & Sternberg, R. J. (Eds.). (2010). The <i>Cambridge handbook of creativity</i> . Cambridge University Press. - <i>PPT, reader Psihologija umetnosti</i>			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	<b>Workshops:</b> 0
<b>Teaching methods:</b> Lectures, discussions, workshops, seminars, demonstrations of visiting experts, research projects. The prevailing mode within lectures is a dialogic method, which involves the active participation of students in conversations on topics that are subject to review. Interactivity in the work on the subject is achieved through the participation of students in workshops.			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>40 points</b>	<b>Final Exam</b>	<b>60 points</b>
Attendance/activity during the course	20	written exam	55
Workshops	10	oral exam	5
Colloquium/colloquia	10	.....	
Pre-exam paper			

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Theatre Audience Development			
<b>Professor(s):</b> PhD Maja Ristic, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Attending second semester of Master Academic Studies			
<b>Goals of the course:</b> highlighting the importance of theatre audiences in the creation of a comprehensive theatre process. Theatre audience is not passive observer of the plays, but its active participant. The success and life of a play directly depends on the response and behavior of the audience. The aim of the course is to pinpoint the growing influence the theatre audience has during the play through studying the world's most significant theatre and directing poetics. The audience becomes a character of the play, its writer and actor.			
<b>Outcomes of the course:</b> Students should master the most important definitions and theories that explore theatre audience. Based on examples and research of drama, opera and musical audiences, students need to learn to recognize the essential importance of the audience in the theatre process.			
<b>Course content</b> <i>Lectures:</i> 1.Theoretical definition of theatre audience; 2.Defining the active audience in the theatre; 3. The development of theatre audiences throughout history; 4. Theatre audiences in the works of most renowned world directors. 3. 1. Audience in the theatre poetics of Stanislavsky, Brecht, Meyerhold, Grotowski, Barba, Schechner; 7. Cultural models, lifestyle of theatre audience in Serbia; 8. Theatre audience (demographic features, interests, lifestyle) as a member of an elite and popular culture; 9. Specific features, profile and peculiarities of the ballet and opera audience of the National Theatre in Belgrade; 10. The relation of the audience towards theatre critics; 11. The audience of a musical as a hybrid audience; 1 11. The emotional experience of a musical; 12. The importance of motivation and entertainment of the audience; 13. The possibility of creating new audiences: education and audience development (the development of new experiences, knowledge, critical thinking); 14. Marketing sector and development of new audiences; <i>Workshops:</i> Creating and conducting surveys and interviews for an empirical study of theatre audience and conducting research of the audience of theatres in Belgrade;			
<b>Literature:</b> - Ristic, Maja, <i>Publika mjuzikla</i> , Zaduzbina Andrejevic, Belgrade, 2014			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	<b>Workshops:</b>
<b>Teaching methods:</b> <i>Ex Cathedra</i> teaching. Practical tasks related to drafting surveys and interviews.			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>70 points</b>	<b>Final Exam</b>	<b>30 points</b>
Activity during the course	10	written exam	
Workshops	30	oral exam	30
Colloquium/colloquia		.....	
Pre-exam paper	30		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Contemporary Aesthetics IIa			
<b>Professor(s):</b> PhD Divna M. Vuksanovic, tenured professor; PhD Vlatko M. Ilic, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Master's academic degree enrollment			
<p><b>Goals of the course</b> are establishing the foundation for problematizing contemporary trends in both general and applied aesthetics (aesthetics of film and photography, performing arts, media, environment, etc. .), from Schopenhauer and Nietzsche until today, based on historiographical insight into the story of modern aesthetics and its concepts, categories and phenomena. The objective is also to (re)define the criteria of aesthetic evaluation and criteria of taste in modern times, to deal with the point of view of normative and descriptive, objectivist, subjectivist and relational aesthetics, to position the aesthetics of ugliness in traditional aesthetic theories, and to determine the place of aesthetics as critical theory in the current socio-economic moment.</p>			
<p><b>Outcomes of the course:</b> In terms of expected learning outcomes, it is particularly important to develop the ability for theoretical-critical or creative thinking about contemporary aesthetic topics, as well as to encourage the development of skills for problematizing the current aesthetic phenomena, from different interpretative, theoretical and personal (subjective) perspectives.</p>			
<p><b>Course content</b> <i>Lectures:</i> Course comprises basic aesthetic topics, trends and schools of thought, and artistic practice in the 20th century (avant-garde, neo avant-garde, transavantgarde, conceptualism, happenings and performances, radical critical practice: feminism and "women's writing" cyber punk and "hacktivism" in the new media, etc.), therefore: structuralism, post-structuralism (postmodernism), the theory of puns and textuality, technological, media and postmedia aesthetics; as well as the aesthetics of consumerism (a) ma: desaturisation of art - aestheticization of merchandise, spectacularization, cyberization and virtualization of reality, the idea of panopticism: totalitarianism of the image, the elimination / realization of aesthetics. <i>Workshops</i> will be carried out within the mentor-guided research projects of students (in the form of student video works or essays on the topic "The problems of contemporary aesthetics"), whose presentations are part of their pre-exam obligations.</p>			
<p><b>Literature:</b></p> <ul style="list-style-type: none"> <li>- Problem kreativnosti, Almanac of Serbian Society of Aesthetics, Serbian Society of Aesthetics, Belgrade, 2012</li> <li>- Estetika i obrazovanje, Almanac of Serbian Society of Aesthetics, Serbian Society of Aesthetics, Belgrade, 2011</li> <li>- Kriza umetnosti i nove umetnicke prakse, Almanac of Serbian Society of Aesthetics, Serbian Society of Aesthetics, Belgrade, 2014</li> <li>- <i>Optional literature or texts.</i></li> </ul>			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	<b>Workshops:</b> 0
<p><b>Teaching methods:</b> The prevailing mode/acquisition of knowledge is a method of dialogue, which includes maieutic abilities of the lecturer on one side, and the active participation of students in conversations that are subject to review, on the other. Other forms of communication, in the context of a case study, include research, as well as the method of presenting aesthetic phenomena.</p>			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>		<b>40 points</b>	<b>Final Exam</b>
activity during the course		30	Project presentation
attendance		10	oral exam
			<b>60 points</b>
			30
			30

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Strategic Management and Marketing			
<b>Professor(s):</b> PhD Kalicanin M. Djordje, assistant professor			
<b>Status of the course:</b> Compulsory			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Master's degree enrollment in Management of Culture and Media			
<b>Goals of the course:</b> Strategic Management and Marketing is an introduction to the idea, concept and process of strategic management and marketing, two close and here unified scientific disciplines of business economics. Although these disciplines are predominantly associated with the business (profit) organizations, they are more frequently applied in the non-profit organizations and public sector organizations. The reason for this is their universality. They enable the accomplishment of the mission or purpose of the organization, in terms of creating value for the organization customers and its founders. The course aims at enhancing and upgrading knowledge about management and marketing acquired during Bachelor studies and its application in the field of culture and media.			
<b>Outcomes of the course:</b> Upon mastering the subject of Strategic management and marketing, students will gain specific knowledge about the roles of strategic management and marketing in the field of culture and media, which will help to increase their overall competencies necessary to perform different tasks in a number of institutions of culture and media. Outcome of the subject is reflected in the improvement of their skills to utilize many different tools and techniques of strategic management and marketing that are used in the analysis, formulation and implementation of business and marketing strategies.			
<b>Content of the course:</b> Basic thematic units and domains of Strategic management and marketing: Concept and process of strategic management; The strategic analysis; Business strategies formulation; Implementation of the strategy; Strategic and operational plans; Marketing and strategic marketing in the organization; Strategic marketing in nonprofit organizations.			
<b>Literature:</b> - Djuricin, D, Janosevic, S, Kalicanin, Dj, Menadzment i strategija, 10th, revised and updated edition, The Faculty of Economics, Belgrade, 2015 - Kotler, F, Keller, Keller, Data Status, Belgrade, 2006 - Kalicanin, Dj, Menadzment vrednosti preduzeca, The Faculty of Economics, Belgrade, 2006			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	<b>Workshops:</b> 0
<b>Teaching methods:</b> Lectures and colloquium – test of knowledge			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>50 points</b>	<b>Final Exam</b>	<b>50 points</b>
Activity during the course		written exam	
Workshops		oral	50
Colloquium	50	.....	
Pre-exam paper			

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Theory and Practice of Digital Media			
<b>Professor(s):</b> PhD Martinoli, A. Ana, assistant professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Attending second semester of Master academic studies			
<b>Goal of the course:</b> The aim of the course is to introduce students to the contemporary media environment changes, new forms of media production under the influence of digitalization, identifying new audience habits and consumption patterns of media content.			
<b>Outcome of the course:</b> Upon the completion of the course students should be able to critically analyze contemporary media trends, to understand the changing role of media producers and media audiences, as well as to be familiar with new forms of media, production and distribution of media content.			
<b>Content of the course:</b> 1-3. The concept of digital media, a new media theory 4-6. The current media trends, globalization and trans-nationalism, audience fragmentation, financial consolidation, the concept of media convergence 7-9. The basic characteristics of digital media, interactivity, hypertext, virtuality 10-11. Digital media and content production, digital radio, Internet radio, podcasting, blog, vlog, transmedia storytelling 12-13. The audience in the digital media environment, active audience, the prosumer phenomenon, participation 14. Social networks, the concept of user identities 15. Exam			
<b>Literature:</b> <ul style="list-style-type: none"> <li>- Castells Manuel, Communication power, CLIO, Belgrade, 2013</li> <li>- Joseph Turrow, Media today 1, CLIO, Belgrade, 2012</li> <li>- Richad Rooke, European Media in the Digital Age, CLIO, Belgrade, 2012</li> <li>- Dovey, Grant, Kelly: New Media Reader, MIT Press, 2003.</li> <li>- Mitzi Waltz, Alternative and Activist Media, Edinburgh University Press</li> <li>- Bailey, Cammaerts, Carpentier: Understanding Alternative Media, McGraw Hill, Open University Press</li> </ul> <i>Extended literature:</i> <ul style="list-style-type: none"> <li>- Asa Briggs and Peter Burke, A Social History of the Media, CLIO, Belgarde, 2006</li> <li>- Roger Fidler, Mediamorphosis, CLIO, Belgrade, 2006</li> </ul>			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	
<b>Workshops:</b> 0			
<b>Teaching methods:</b> <i>Ex-cathedra</i> lectures, debates, pre-exam papers			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>	<b>40 points</b>	<b>Final Exam</b>	<b>60 points</b>
Activity during the course	10	Final exam	
Workshops		oral exam	60 points
Colloquium/colloquia			
Pre-exam papers:	30		

<b>Study program:</b> Master Studies Management of Culture and Media			
<b>Course title:</b> Communication Theory			
<b>Professor(s):</b> PhD Dragicevic Sestic D. Milena, tenured professor, PhD Maricic Dj. Nikola, tenured professor, PhD Djukic G. Vesna, tenured professor and PhD Nikolic M. Mirjana, tenured professor			
<b>Status of the course:</b> Elective			
<b>Number of ECTS:</b> 4			
<b>Precondition:</b> Master's degree enrollment			
<b>Goal of the course:</b> Emphasise the complexity of the communication process and the interdependence of the elements - the source, recipient, message, medium. Demonstrate the importance of media language for the construction and deconstruction of media messages in effective communication between and within different cultures.			
<b>Outcomes of the course:</b> Students are familiar with different theories of communication; Knowledge about various types and classification of the media in the modern world (media characteristics, media effects); A clear insight into the communication process: the production of meaning and reception of meaning (the source, recipient, message, media); Knowing the important elements for analyzing media texts: enable them to understand and interpret contemporary media language, the meaning of media texts (semantics: signs and symbols) - analysis of marketing communication messages			
<b>Content of the course:</b> Communication theory - the source, recipient, message, media; Media theory and social theory (Frankfurt school, British cultural studies...); Graphic communication models - Shannon-Waever, Gerbner, Schramm, Berlo, heliocentric, transactional... Communication models of media (media of presentation and representation), interpersonal communication and media communication (interactivity); The media in the socio-political environment (power of the media, regulation and deregulation); Semantics: signs and symbols - the construction of local and global identities - politics of remembrance and forgetting - diagnostic criticism; Characteristics of the message: structure, style and content; from logo to billboards; Workshop: Media literacy - reading visual messages: text/reception area - a case study; The voices of subcultures / media subversive forms and hegemonic media representation - a representation of a subculture in the mainstream texts; Industry of advertising and production of future (construction of desire) - processing of marketing messages; Workshop: creating understanding and publicity; The elements and methods of persuasion; The effects of media (critical multiculturalism - reading in the context of different cultures); Knowing the audience: the audience response: the hierarchy of effects model;			
<b>Literature:</b>  - Briggs, Adam; Cogley, Paul, The media: an introduction, CLIO, Belgrade, 2005 - Kellner, Douglas Media Culture, CLIO, Belgrade, 2006 - Lorimer, Rolend: Mass communication, CLIO, Belgrade, 1998 - Radojkovic, Miroljub, Stojkovic Branimir: Informaciono-komunikacioni sistemi, CLIO, Belgrade, 1998			
<b>No. of active teaching classes:</b> 2		<b>Lectures:</b> 2	
<b>Workshops:</b> 0			
<b>Teaching methods:</b> Lectures, workshops (group tasks - text analysis) with debates and discussions, pre-exam paper- research			
<b>Mark (max. no. of points 100)</b>			
<b>Pre-exam obligations</b>		<b>50 points</b>	
<b>Final Exam</b>		<b>50 points</b>	
Activity during the course, workshops	10	written exam	
Workshops		oral exam	50
Colloquium/colloquia			
Pre-exam papers	40		

Table 5.2B Final paper specification

<b>Study program:</b> Master Studies Management of Culture and Media
<b>Number of ECTS:</b> 12
<b>Condition:</b> To complete all exams from the study program
<b>Goals:</b> The aim of the final paper is to equip students with the necessary knowledge and skills for the preparation of master thesis through individual and mentor-guided research, on the topic that adequately represents the theoretical knowledge and practical skills acquired during their studies. Through a comprehensive and detailed master thesis, students present the knowledge acquired during master studies, improved during master thesis preparation and innovatively shaped in the theoretical work which may have elements based on empirical research that enhances the theory and practice of culture and media management.
<b>Outcomes:</b> Successful choice of the topic; The ability to outline master thesis that includes defining its subject and hypothetical conceptual framework and its research objectives. The preparation of master thesis by applying scientifically justified and appropriate research techniques and methods. A comprehensive master thesis (volume of 120,000 - 200,000 characters) that shows the competence of the student for independent research which is to result in the adequately formed master thesis. The ability to publicly present and defend the master thesis and its results before the evaluation committee.
<b>General content:</b> In the second semester of master studies student opts for the field, topic and mentor who would assist them to conduct research and systematize the results into adequately formed master thesis. The preparation of master thesis includes the employment of theoretical knowledge acquired by attending lectures, studying the suggested literature and during the study period in the professional cultural institutions, theatres and media. All these studies are interpolated in the preparation of master thesis, on the selected topic approved in accordance with the stipulated faculty procedure. Student gains knowledge and skills necessary for the preparation of master thesis on the topic that adequately represents the theoretical knowledge and practical skills acquired during their studies, through individual and mentor-guided research. The student has demonstrated the ability to outline the topic, subjects, goals, hypothetical conceptual framework and methodology through the development of master thesis preparation, by applying scientifically justified and appropriate research techniques and methods. Literature is selected according to the chosen topic and is related to the specific and wider field of research. Initial literature is defined in consultation with the mentor and during the selection of topic.
<b>Stages of preparations:</b> According to the established procedure after consultation with the mentor on the subject and topic of the research, student prepares explication that is submitted in an appropriate form to the Departmental Board for review and evaluation. Proposed topic and explication are discussed at the meeting, and adopted fully or with certain corrections, followed by a formal student research. Upon completion of the mentor-guided process, mentor informs members of the Departmental Board, after which a three-member evaluation committee is formed. The candidate submits copies of the master thesis to the relevant Faculty departments, the mentor and evaluation committee members at least 7 days before the scheduled defense, which is to be organized afterwards. A report with the final mark on the master thesis defense is completed, based on average grade and number of obtained points. The student is considered to have finished master studies upon defending the master thesis. Literature is selected according to the chosen topic and is related to the specific and wider field of research. Initial literature is defined in consultation with the mentor and during the selection of topic.
<b>Mark (max. no. of points 100)</b> Final written theoretical paper up to 60 points Oral defense of master thesis before evaluating committee up to 40 points