Table 5.2 Course specification

Study program: Master program Leadership in Education	
Course title: Developing people in organization	
Teacher: Svetlana Cizmic, Milanko Cabarkapa, Zorica Markovic, Danijela Petrovic, Ivana Petrovic	
Course status: Mandatory	
ECTS: 6	
Prerequisite: None	

Purpose of the course: Introducing students to basic principles of developing empolyees, skills and competencies needed for managing people in order to support them to be successful and satisfied with work, and educational organization to achieve its mission and vision and advance its work.

Outcomes of the course: Students will be able to recruit teachers and other employees, to manage their professional development, create positive institutional culture and climate, prevent negative behaviors and resolve negative and problematic situations with employees, to evaluate personal performance and manage personal professional development.

Contents of the course: Role of employees in achieving organizational aims; Competencies of teachers and other employees; Planning people; Recruitment (attracting; selecting; assessing; supporting diversity; preventing discrimination); Induction of new people to organization; Managing teachers', other employees' and personal professional development (developing and evaluating goals and plans, mentoring; adult learning and development); Talent management; Performance management (performance criteria, work motivation, job satisfaction, self-evaluation, assessing performance, giving feedback, dealing with underperformers, rewarding people); Organizational culture, developing positive culture, climate and relationships at work (values; prevention of negative behaviors at work; prevention and conflict resolution; discipline; mobbing prevention, etc); Teamwork (forming teams, team roles, characteristics of sucessful teams, building relationships); Social and emotional intelligence (empathy, assertiveness, active listening, adequate responding in emotional situations); People management as part of change management; Well-being at work (health and safety at work; stress and stress management).

Required reading:

Čabarkapa, M. i Čizmić, S. (2011). Savremeni problem stresa na radu, skripta [Contemporary issues of stress at work]. Beograd: WUS Austria, Filozofski fakultet u Beogradu.

Čizmić, S. (2006). *Ljudski faktor – Osnovi inženjerske psihologije* [Human factor – Engineering psychology]. Beograd: Filozofski fakultet, Institut za psihologiju (selected chapters)

Čizmić, S. (Ed.) (1995). *Psihologjia i menadžment* [Psychology and management]. Beograd: Filozofski fakultet, Institut za psihologiju. (selected chapters)

Dessler, G. (2007). *Osnovi menadžmenta ljudskih resursa* [A framework for human resource management]. Beograd: Datastatus. (selected chapters)

Grinberg, Dž., Baron, R. A. (1998). *Ponašanje u organizacijama* [Behavior in organizations]. Beograd: Želnid. (selected chapters)

Kovačević, P., Petrović, I. (2000). Privlačenje i selekcija ljudi [Attracting and selecting people], *Ekonomika preduzeća*, XLVIII, novembar-decembar, 265-277.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2006). *Menadžment ljudskih potencijala* [Human resource management], Zagreb: Mate. (selected chapters)

Hours of active teaching	Theoretical teaching	Practical teaching

Teaching methods: Lectures; Discussions; Interactive methods (role-play and simulations); Analysis and a presentation of a case from personal practical experience; Project - individual and teamwork (research work, 'SIR'); Independent and critical reading; Consultations.

Assessment methods (maximum number of points is 100)

During the term	points	Final exam	points
Active participation	**10**	Written exam (essay questions)	**30**
Reflections about personal practical experience	**10**	Oral exam (project presentation and defense)	**20**
Project teamwork (paper)	**30**		