World’s best economic literature
# Table of Contents

1. Make Studying Easier – Study Right! ................................................. 5

2. General Information ........................................................................ 7
   2.1. ZSEM’s Website – An Important Source of Information 7
   2.2. ZSEM’s Regulations – Why Are They Important 8
   2.3. Getting to Know ZSEM’s Campus 8
   2.4. ZSEM’s Structure 11
   2.5. Important Contacts ................................................................. 12
      2.5.1. Dean’s Office 12
      2.5.2. Administration 12
      2.5.3. Student Administration Office 12
      2.5.4. Accounting Service 13
      2.5.5. Recruitment Service 13
      2.5.6. Graduate Office 14
      2.5.7. Career Center 14
      2.5.8. International Office 14
      2.5.9. International Recruitment and Enrollment Office 15
      2.5.10. Marketing 15
      2.5.11. Spokesperson’s Office 15

3. Undergraduate Programs at ZSEM .................................................. 16
   3.1. Undergraduate Programs ......................................................... 16
      3.1.1. Undergraduate Program in Economics and Management 16
      3.1.2. Undergraduate Program in Business Law and Economics 18
      3.1.3. Undergraduate Program in Business Mathematics and Economics 18
   3.2. Programs for Top Athletes ....................................................... 19
   3.3. The SPOT Mentorship Program .............................................. 20
   3.4. Student Counseling Program ................................................ 20
   3.5. Student Coordinators ............................................................. 21
   3.6. Head of the Departments ....................................................... 21

4. Graduate Programs ......................................................................... 23
   4.1. MBA Program .................................................................. 23
   4.2. Master of Arts in Economics Program ................................... 25

5. Student Life in Zagreb ................................................................. 26
   5.1. Grade book (index) ............................................................... 26
   5.2. X Card .............................................................................. 26
   5.3. National and University Library (NSK) .................................. 26
   5.4. Student certificates ............................................................. 27
   5.5. Healthcare ......................................................................... 27
   5.6. Student Restaurant ............................................................. 27
   5.7. Accommodation in Student Dorms ....................................... 27
   5.8. Student Employment ........................................................... 27

6. Studying at ZSEM ........................................................................ 28
   6.1. Communicating over the Internet ......................................... 28
      6.1.1. Learning Management System - LMS 28
      6.1.2. ZSEM Email Addresses .................................................. 29
      6.1.3. Student Notice Board .................................................... 29
      6.1.4. ZSEM’s Wireless Network .............................................. 29
   6.2. Lectures ............................................................................. 30
      6.2.1. Absences .................................................................. 31
      6.2.2. Reports for Individuals Bearing Tuition Costs ................. 31
      6.2.3. Office Hours ............................................................... 31
      6.2.4. Elective Courses ........................................................... 31
1. Make Studying Easier – Study Right!

Studying at a university or a business school is the part of your life in which you will prepare for the labor market, employment and professional success. Despite the fact that the foundation of your development lies in your ability to study, not everyone knows how to study well. So, in order to know how to study, you must learn how to study. Research about studying has shown that the most important factor for successful studying is self-regulated studying. What does this mean? It means that we must be able to control our behavior, our emotions, motivation, and thoughts.

And yes, it is possible!

Questions to ask before studying:

- What do I want to accomplish by studying this subject? Is my goal to get a good grade, or to understand the subject matter?
- Can I learn this? Am I interested? How much time will I need?
- When am I going to start studying? Where will I study? What conditions are necessary for me to study successfully, so that I wouldn’t get distracted?

Questions to ask during studying:

- Am I progressing the way I imagined?
- Is something distracting me while I study?
- Am I going to need more time than I anticipated?
- In which conditions do I study the best?
- Which questions can I ask myself while I work on this subject matter?
- How can I motivate myself to keep focus on the task at hand, to keep my concentration, etc. (“Come on, just a little more...”, “When I finish studying, I can go out with my friends”, “Today I am going to solve problems better than I did last time”).

Questions to ask after studying:

- Did I achieve what I planned?
- Did anything distract me, and did I return focus to the task?
- Did I allocate enough time or did my task require more time than I initially planned?
- In which conditions did I achieve the most?
- Were the methods that I used in motivating myself effective?
Learning Strategies:

- **Deep understanding:** I am interested in the subject matter I’m studying, I wish to understand, discover, and connect it with what I already know, I ask questions, I compare and connect.

- **Superficial studying:** I learn off-by-heart, I cram, I don’t understand what I’m studying at all, and I don’t connect the dots.

- **Self-hindering:** I purposely avoid investing any effort: “If I fail, it will be because I didn’t try hard enough”, “If I succeed, it will be because I am capable/intelligent”.

Goals:

- We set goals ourselves, they shouldn’t be set by our parents or professors, but by us

- Possible goals: to get a good grade, to avoid failure, to show that I’m better than others, to understand and master the subject matter, to expand my knowledge, to leave a good impression on other people.

Everybody is motivated the most by their own goals. However, that doesn’t make the goals other people set for themselves any less meaningful — everything you do during your time as a student will affect YOUR lives and YOUR success. Be independent and work to build your own future, and that future won’t be possible unless you learn how to study and acquire knowledge.

**Mental map “Managers”**

— this is an example of a study method which uses the creation of mental maps

Author: Andrijana Mušura, PhD
2. General Information

This handbook is intended to help students of the Zagreb School of Economics and Management navigate everyday student activities and obligations.

Different sections of this handbook will give you orientation instructions, which will make your first days as a ZSEM student easier.

2.1. ZSEM’s Website – An Important Source of Information (www.zsem.hr)

On ZSEM’s website, you can find information related to ZSEM’s programs, learn about ZSEM’s curriculum and educational program, follow news from ZSEM’s campus, and find contact information for services and departments.

On ZSEM’s web page you will:

• find contact information for every person, office, service or department you might need
• find links to sub-pages that have more information about offices and centers at ZSEM
• login to the LMS - ZSEM E-learning Platform
• find links to ZSEM social media pages
• follow the latest news from ZSEM, information on events

Sub domains of the School relate to the pages in which you can find more information on particular points of interest within the School.
2.2. **ZSEM’s Regulations – Why are they Important?**

In order for you to understand the work methods of ZSEM and its offices, and what is expected of you as a ZSEM student, it is important that you are acquainted with the general acts of the Zagreb School of Economics and Management. All of ZSEM’s acts and regulations have been published at LMS - Student Notice Board and are easily accessible. Also, you will be able to find them in the appendix of this handbook (See Appendix IV).

It is highly recommended that you read:

- The Code of Conduct
- Disciplinary Procedure Regulations
- Study Program Rules and Regulations
- Undergraduate Students’ Internship Regulations
- Undergraduate Thesis Regulations for the Undergraduate Programs
- Graduate Thesis Regulations for the Graduate Programs
- Regulation on the Conditions of Studying for Top Athletes

2.3. **Getting to Know ZSEM’s Campus**

All of the activities of the Zagreb School of Economics and Management take place at ZSEM’s campus, located at Jordanovac 110 in Zagreb. ZSEM can be easily reached by car or by public transport; if coming by bus, be sure to use the following bus lines:

- 202: Kvaternikov trg – Kozjak
- 228: Svetice – Rebro

![Main Building](Main Building)
**Main Building:**

<table>
<thead>
<tr>
<th>Ground Floor</th>
<th>Student Administration Office</th>
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<tbody>
<tr>
<td></td>
<td>Administration</td>
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<td></td>
<td>Office of the Graduate School</td>
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<td></td>
<td>Sberbank Lecture Hall</td>
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<tr>
<td>1st Floor</td>
<td>Accounting Department</td>
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<td></td>
<td>Mathematics and Statistics</td>
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<td></td>
<td>Department</td>
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<td>Management Department</td>
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<td>Lecture Hall B1 plakati</td>
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<td>Lecture Hall Tokić</td>
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<td></td>
<td>Lecture Hall MojPosao</td>
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<tr>
<td>2nd Floor</td>
<td>Economics Department</td>
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<td></td>
<td>Finance Department</td>
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<td></td>
<td>Computer Lab</td>
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<td>Lecture Hall 22</td>
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<td>Lecture Hall 23</td>
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<tr>
<td>3rd Floor</td>
<td>Economics Department</td>
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<td>Marketing and Communication</td>
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<td>Department</td>
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<td></td>
<td>Office of Associate</td>
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<td>Dean for Graduate Programs</td>
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<td></td>
<td>Maja Martinović, PhD</td>
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<td>ICT Department, Office of</td>
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<td></td>
<td>Associate Dean for</td>
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<td></td>
<td>Undergraduate Programs</td>
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<tr>
<td></td>
<td>Karmela Aleksić-Maslać, MSc</td>
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<td></td>
<td>Management Department</td>
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<td>Mathematics and Statistics</td>
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<td>Department</td>
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<td>Lecture Hall 30</td>
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<td>Lecture Hall 31</td>
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<td>Lecture Hall 32</td>
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<td>Lecture Hall 33</td>
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<td></td>
<td>Lecture Hall 34</td>
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<tr>
<td>4th Floor</td>
<td>Offices of ZSEM Associates</td>
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</tbody>
</table>

**FPSJ Building:**

<table>
<thead>
<tr>
<th>Basement</th>
<th>Career Center, Office of Dean for Students</th>
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<tbody>
<tr>
<td></td>
<td>Olivera Jurković Majić, PhD</td>
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<tr>
<td></td>
<td>International Office</td>
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<td></td>
<td>Lecture Hall 1</td>
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<td>Lecture Hall 2</td>
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<td></td>
<td>Canteen</td>
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<td>Ground Floor</td>
<td>Lecture Hall 3</td>
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<td>Lecture Hall 4</td>
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<td></td>
<td>Antun Bauer Ceremonial Hall</td>
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<tr>
<td>1st Floor</td>
<td>Offices of Associate Deans</td>
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<td></td>
<td>Ljerka Mintas Hodak, PhD</td>
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<td></td>
<td>Zlatko Mateša, PhD</td>
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<td></td>
<td>and Boris Podobnik, PhD</td>
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<td>FPSJ Building</td>
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*FPSJ Building*
## MBA Building:

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<tr>
<th>Department</th>
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<tr>
<td>Foreign Languages Department</td>
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<tr>
<td>Marketing and Communication Department</td>
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<tr>
<td>IT Office</td>
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<tr>
<td>Copy Room</td>
</tr>
<tr>
<td>MBA Computer Lab</td>
</tr>
<tr>
<td>Privredna Banka Zagreb Lecture Hall</td>
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<tr>
<td>MBA Accounting and Auditing Lecture Hall</td>
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<tr>
<td>Franck Superiore Espresso Lecture Hall</td>
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<td>MBA Marketing Lecture Hall</td>
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## Library Building “Juraj Habdelić”:

<table>
<thead>
<tr>
<th>Floor</th>
<th>Details</th>
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<tbody>
<tr>
<td>Ground Floor</td>
<td>Juraj Habdelić Library &amp; Reading Room</td>
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<tr>
<td></td>
<td>Computer Corner – a option for printing documents</td>
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<tr>
<td>1st Floor</td>
<td>Marketing Office</td>
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<td></td>
<td>Managing Director’s Office</td>
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<td>Dean’s Office</td>
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<td></td>
<td>Office of the Spokesperson</td>
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<tr>
<td></td>
<td>International Recruitment and Enrollment Office</td>
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</tbody>
</table>

### Images

- MBA Building
- Library Building “Juraj Habdelić”
2.4. ZSEM’s Structure

President of the Board of Trustees:
academician Davorin Rudolf, PhD

Managing Director:
Zoran Barac, PhD
zoran.barac@zsem.hr

Associate Deans

Karmela Aleksić-Maslač MSc
- Undergraduate Programs
karmela.aleksic@zsem.hr

Olivera Jurković Majić, PhD
- for Students
olivera.jurkovic@zsem.hr

Maja Martinović, PhD
- Graduate Programs
maja.martinovic@zsem.hr

Zlatko Mateša, PhD
zlatko.matesa@zsem.hr

Ljerka Mintas Hodak, PhD
ljerka.mintas@zsem.hr

Mato Njavro, PhD
- International Relations
mato.njavro@zsem.hr

Boris Podobnik, PhD
- Research
boris.podobnik@zsem.hr
2.5. Important Contacts

info@zsem.hr 01/2354-245

2.5.1. Dean’s Office

1st Floor Library Building, Working Hours: 9 a.m. to 5 p.m.

Assistant to the Dean:
Andrea Buljan, MBA
Tel: 01/2354-010
dekanat@zsem.hr

2.5.2. Administration

Ground Floor, Main Building
tajnistvo@zsem.hr

General Secretary:
Dubravka Bobinac, LLM
dubravka.bobinac@zsem.hr
Tel: 01/2354-251

Assistant School Administrator:
Edda Apfenthaler, BA
edda.apfenthaler@zsem.hr
Tel: 01/2354-217

2.5.3. Student Administration Office

This office is open for students every work day between 10 a.m. and 1 p.m., and again from 2 p.m. and 5 p.m. We are located on the ground floor of the Main Building.

referada@zsem.hr

Head of Student Service, Part-time Study Coordinator:
Katarina Mederal, BA
katarina.mederal@zsem.hr
Tel: 01/2354-240

Student Service Coordinator:
Daniel Kovač
daniel.kovac@zsem.hr
Tel: 01/2354-242

Services Administrator:
Višnja Kovačićek, MA
višnja.kovacicek@zsem.hr
Tel: 01/2354-240
2.5.4. Accounting Service
Located at Jandrićeva 12. Working Hours: 9 a.m. to 5 p.m.
Tel. 01/2316-765

Head of Accounting Service:
Đurđica Tkalčec
djurdjica.tkalcec@zsem.hr

Associate in Accounting Service:
Mladen Skočibušić, BA
mladen.skocibusic@zsem.hr

Associate in Accounting Service:
Ivana Lukić, MBA
ivana.lukic@zsem.hr

2.5.5. Recruitment Service
1st Floor Library Building, Working Hours: 9 a.m. to 5 p.m.
upisi@zsem.hr, admissions@zsem.hr, mbaadmissions@zsem.hr

Coordinator for Recruitment and Enrollment into Study Programs in Croatian:
Marija Perić, MBA
Tel: 01/2354-070
marija.peric@zsem.hr

Coordinator for Recruitment and Enrollment into Study Programs in English:
Marija Duraković, MAEd
Tel: 01/2354-289
marija.durakovich@zsem.hr

Coordinator for Recruitment and Enrollment into Study Programs in English:
Davor Jedvaj, BA
Tel: 01/2354-289
davor.jedvaj@zsem.hr
2.5.6. Graduate Office
Ground Floor, Main Building, Working Hours: 9 a.m. to 5 p.m.
Tel: 01/2354-266
http://mba.zsem.hr

Head of Graduate Office:
Ivan Pemić, BA
ivan.pemic@zsem.hr

Graduate Office Coordinator:
Elizabeta Ivančević, MA
elizabeta.ivancevic@zsem.hr

2.5.7. Career Center
Located in the basement of the FPSJ Building. Working Hours: 9 a.m. to 5 p.m.
Tel: 01/2354-074
http://career.zsem.hr

Head of Career Center:
Jelena Janković, MBA
jelena.jankovic@zsem.hr

2.5.8. International Office
Located in the basement of the FPSJ Building. Working Hours: 9 a.m. to 5 p.m.
Tel: 01/2354-154
http://international-office.zsem.hr

Head of International Office:
Javier Aguayo, MBA
javier.aguayo@zsem.hr

Office Coordinator:
Stjepan Mihovil Blažević, MA
stjepan.blazevic@zsem.hr
2.5.9. International Recruitment and Enrollment Office
1st Floor, Library Building, Working Hours: 9 a.m. to 5 p.m.
Tel: 01/2354-289

Office Coordinator:
Marija Durakovich, MAEd
marija.durakovich@zsem.hr

Office Coordinator:
Davor Jedvaj, BA
davor.jedvaj@zsem.hr

2.5.10. Marketing
1st Floor, Library Building, Working Hours: 9 a.m. to 5 p.m.

Head of Marketing
Office:
Marija Perić, MBA
Tel: 01/2354-070
marija.peric@zsem.hr

2.5.11. Spokesperson’s Office:
1st Floor, Library Building, Working Hours: 9 a.m. to 5 p.m.

Spokesperson:
Jagoda Poropat Darrer, MA
Tel: 01/2354-290
jagoda.poropat@zsem.hr
3. Undergraduate Programs at ZSEM

3.1. Undergraduate Programs

3.1.1. Undergraduate Program in Economics and Management

The undergraduate program in Economics and Management is worth 240 ECTS, four year program (60 ECTS per year).

It prepares students to successfully operate in today’s business world by guiding them through four main areas of economics: business administration, management, marketing, accounting and finance. Through elective courses students can focus on their field of interest. Besides studying English, which is considered second language, German, Italian, French, Spanish, Russian and Arabian are also available.

Program in Croatian

The undergraduate program is fully taught in Croatian but students have the possibility to take two courses in English per semester.

Program in English

The undergraduate program in English has been designed in collaboration with professors and experts from European and American partner universities. This helps prepare students to continue their education outside of Croatia and to work abroad.

Academic Director,
English Undergraduate Program:

Goran Oblaković, PhD
Tel: 01/2354-292
goran.oblakovic@zsem.hr

Program Coordinator:

Marija Durakovich, MAEd
Tel: 01/2354-289
marija.durakovich@zsem.hr
Part-time Undergraduate Program

Students enrolled in ZSEM’s Part-time Undergraduate Program will receive regular updates from ZSEM’s Student Administration Office. The procedure for enrollment and receiving student identification is identical to that of the ZSEM’s regular Undergraduate Program, the only difference is that students in the Part-time Undergraduate Program do not have regular student rights (free public transportation, student accommodation in a dormitory, use of student restaurants, etc.) that full-time students have. Also, students in this program do not have the obligation to regularly attend classes. Everything else: courses, the length of each academic semester, studying condition and enrollment in higher years, the right to use ZSEM’s library, literature, consultations, and other services ZSEM offers are identical to those that full-time students are entitled to. Part-time Undergraduate Program takes place in Croatian.

The Part-time Undergraduate Program is organized according to a class schedule which will be adapted to students’ other obligations. These adapted schedules will allow students to attend classes when their work schedules allow. Considering that students in this program are usually employed, classes take place in the afternoon or on Saturdays. Also, tests and exams take place at times that are adapted to the needs of students, taking into regard their other obligations. Because of the specific characteristics of this program, study groups in it usually have a maximum of approximately 30 students.

Academic Director,
Part-time Undergraduate Program:
Karmela Aleksić-Maslač, MSc
Tel: 01/2354-148
karmela.aleksic@zsem.hr

Program Coordinator:
Katarina Mederal, BA
Tel: 01/2354-240
katarina.mederal@zsem.hr
3.1.2. Undergraduate Program in Business Law and Economics

The undergraduate program in Business Law and Economics is worth 240 ECTS, four year program (60 ECTS per year).

It prepares students to successfully operate in today’s business world by guiding them through three main areas of corporate law: business law, business administration and economics. The program is taught in Croatian but students have the possibility to take some courses in English.

Academic Director, Undergraduate Program in Business Law and Economics:
Ljerka Mintas Hodak, PhD
Tel: 01/2354-205
ljerka.mintas@zsem.hr

Program Coordinator:
Richard Barbour, JD
Tel: 01/2354-149
richard.barbour@zsem.hr

3.1.3. Undergraduate Program in Business Mathematics and Economics

The undergraduate program in Business Mathematics and Economics is worth 240 ECTS, four year program (60 ECTS per year).

It prepares students to successfully operate in today’s business world by guiding them through three main areas of business-economics mathematics: business mathematics, economics and business administration, information sciences and is taught in English.

Academic Director, Undergraduate Program in Business Mathematics and Economics:
Kristina Šorić, PhD
Tel: 01/2354-069
kristina.soric@zsem.hr
3.2. Programs for Top Athletes

The systematic use of e-learning platforms at the Zagreb School of Economics and Management offers top athletes the perfect conditions to have a high-quality education while also making up for lost time and absences in the classroom due to athletic competitions and activities. Top athletes competing in more than 20 different sports currently attend ZSEM; we have more than 15 national champions, as well as medal winners in national, European, and international competitions, including the Universiade and Olympic Games.

The circle of top athletes at ZSEM is rather large — around 10% of ZSEM students train every day. ZSEM students often take part in worldwide and European championships under the Croatian flag, and we are particularly proud of our student Petar Muslim who won a golden medal in water polo in the 2012 London Olympics. In order for a top athlete to study at ZSEM according to the Regulations on the Conditions of Studying for Top Athletes, the student must submit a request to the Teaching Committee at the start of each new academic year. The Regulations on the Conditions of Studying for the Top Athletes can be found in Appendix X.

Coordinator for Top Athletes:
Karmela Aleksić-Maslač, MSc
karmela.aleksic@zsem.hr
3.3. The SPOT Mentorship Program

The SPOT Mentorship Program aims to assist freshman students by assigning them a tutor, who is usually a successful upperclassman. This tutor then helps the freshman adapt to student life at the Zagreb School of Economics and Management. The tutor provides advice and support for the freshman and often serves as a role model for the freshman. We are especially proud of the fact that many fruitful friendships have been formed in the past because of this program.

Tutors and freshman students that choose to take part in this program meet during Orientation Day, which takes place before classes commence. For more information about this program, please visit our official website:

www.zsem.hr

SPOT Program Director:
Andrijana Mušura, PhD
andrijana.musura@zsem.hr

3.4. Student Counseling Program

Studying is a process during which young people / students face new and different challenges on the way to the development of their personal and professional potential.

The student counseling and support program at the Zagreb School of Economics and Management helps students with their regular and successful progress during their studies. As a form of support in dealing with any difficulties of different nature that may arise, it is an active and collaborative relationship in approaching the students’ problems, both personal and academic, that can occur during their studies.

In the counseling (individual, one-on-one conversations) additional ways and forms of support are found with the aim of progress in mastering the required curriculum material, all based on jointly set guidelines and recommendations with the goal of continuous learning and timely completion of study tasks.

Head of Student Counseling Program:
Olivera Jurković Majić, PhD, professor – counselor
olivera.jurkovic@zsem.hr
3.5. Student Coordinators

Every year of ZSEM’s Undergraduate Programs has its own student coordinator, which is usually one of the lecturers teaching a course during that year of the program. It is their responsibility to answer any questions students might have about their academic obligations during any particular year of ZSEM’s Undergraduate Programs and to monitor their success.

1st Year:
Karmela Aleksić-Maslač, MSc
karmela.aleksic@zsem.hr

2nd Year:
Amina Ahec Šonje, PhD
amina.ahec.sonje@zsem.hr

3rd Year:
Goran Oblaković, PhD
goran.oblakovic@zsem.hr

4th Year:
Borna Jalšenjak, PhD
borna.jalsenjak@zsem.hr

3.6. Head of the Departments

Economics Department

Amina Ahec Šonje, PhD
Tel: 01/2354-069
amina.ahec.sonje@zsem.hr

Finance Department

Ante Žigman, PhD
Tel: 01/2354-272
ante.zigman@zsem.hr

ICT Department

Karmela Aleksić-Maslač, MSc
Tel: 01/2354-148
karmela.aleksic@zsem.hr

Management Department

Kristina Šorić, PhD
Tel: 01/2354-069
kristina.soric@zsem.hr
Marketing and Communication Department

Maja Martinović, PhD
Tel: 01/2354-147
maja.martinovic@zsem.hr

Mathematics and Statistics Department

Petra Posedel, PhD
Tel: 01/2354-022
petra.posedel@zsem.hr

Law Department

Tomislav Sokol, PhD
Tel: 01/2354-149
tomislav.sokol@zsem.hr

Accounting Department

Paško Anić Antić, PhD
Tel: 01/2354-151
pasko.antic@zsem.hr

Foreign Languages Department

Ivanka Rajh, PhD
Tel: 01/2354-150
ivanka.rajh@zsem.hr
4. Graduate Programs

http://mba.zsem.hr

4.1. MBA Program

ZSEM currently holds a Graduate MBA Program with the following specializations: Marketing; Management; Finance and Banking; Finance and Accounting; Accounting, Auditing, and Taxes; Management of Information Systems; Quantitative Finance; Supply Chain Management; Human Resource Management; General MBA; and a General MBA - FLEX. By completing this program, students receive the title of Master of Business Administration (MBA) in their chosen specialization, and 60 ECTS points.

This program is aimed for those with a previously completed four-year undergraduate education in economics and business administration (240 ECTS), for those with a completed four-year undergraduate program in an area other than economics and business administration (240 ECTS) under the condition of completing a preparatory semester that covers the principles of economics, and for those that have completed a three-year undergraduate program (180 ECTS) under the condition of taking and passing preparatory courses in order to acquire the additional 60 ECTS points needed for enrollment.

Every MBA specialization has its own academic secretary which acts as a contact person and coordinator:

**Finance and Banking**
Dina Vasić, MBA
Tel: 01/2354-272
dina.vasic@zsem.hr
• in top 10 MBA Programs in Eastern Europe

**Finance and Accounting**
Ivana Beštak, BA
Tel: 01/2354-151
ivana.bestak@zsem.hr

**General MBA**
Ivija Bernatović, MBA
Tel: 01/2354-067
ivija.jelavic@zsem.hr

**General MBA-FLEX**
Dina Vasić, MBA
Tel: 01/2354-272
dina.vasic@zsem.hr

**Quantitative Finance**
Blaženka Roginek, BA
Tel: 01/2354-068
blazenka.seckar@zsem.hr
• in top 100 MBA Programs in Eastern Europe

**Management**
Ana Kuštrak Korper, MBA, MA
Tel: 01/2354-147
ana.kustrak@zsem.hr
• in top 10 MBA Programs in Eastern Europe
Management of Information Systems
Philip Vranešić, BA
Tel: 01/2354-148
philip.vranesic@zsem.hr
• in top 10 MBA Programs in Eastern Europe

Marketing
Martina Čaić, MBA
Tel: 01/2354-147
martina.caic@zsem.hr
• in top 10 MBA Programs in Eastern Europe

Accounting, Auditing, and Taxes
Ivana Beštak, BA
Tel: 01/2354-151
ivana.bestak@zsem.hr
• in top 10 MBA Programs in Eastern Europe

Supply Chain Management
Kristina Šorić, PhD
Tel: 01/2354-069
kristina.soric@zsem.hr

Human Resource Management
Ivija Bernatović, MBA
Tel: 01/2354-067
ivija.jelavic@zsem.hr
• in top 10 MBA Programs in Eastern Europe

More information on this program can be found at http://mba.zsem.hr

Associate Dean for Graduate Programs:
Maja Martinović, PhD
Tel: 01/2354-147
maja.martinovic@zsem.hr

Head of Graduate Office:
Ivan Pemić, BA
Tel: 01/2354-266
ivan.pemic@zsem.hr

Graduate Office Coordinator:
Elizabeta Ivančević, MA
Tel: 01/2354-266
elizabeta.ivancevic@zsem.hr
4.2. Master of Arts in Economics Program

In the 2015/16 academic year, the Zagreb School of Economics and Management, along with its one year Graduate MBA Program launched its two-year Master of Arts in Economics program. After the completion of this program, which lasts two years or four full semesters, students earn the title of Master of Arts in Economics (MBA), and 120 ECTS points.

This program is oriented toward economic research and is comparable to similar programs offered by some of the best universities in Europe. The goal of this program is to prepare students for career in research department of international institutions, central banks, and commercial banks. Lecturers in this program include ZSEM’s own professors, as well as professors from institutions such as North Carolina State University, CERGE-EI, and other universities and institutions with which ZSEM has partnership agreements.

More information on this program can be found at http://econ.zsem.hr

Academic Director:
Boris Podobnik, PhD
Tel: 01/2354-205
boris.podobnik@zsem.hr

Program Academic Secretary:
Vuk Vuković, MSc
Tel: 01/2354-111
vuk.vukovic@zsem.hr
5. Student Life in Zagreb

During your time as a student in Zagreb, you will need to learn to use many different student identification documents. This part of the Handbook will help you identify what each document is for and what student rights you have.

5.1. Grade book (index)

The student indeks is a booklet that serves to record a student’s grades and the courses a student successfully completed during his/her higher education. After enrolling at ZSEM (passing the entrance exam, submitting properly completed enrollment forms, submitting signed studying contracts, and after paying tuition), a student is obliged to report to the Student Administration Office, at a time determined by that office, to receive his/her indeks. It is the student’s obligation to enter general information into the indeks.

5.2. X Card

The X Card is a student ID card through which a student can take advantage of numerous rights and privileges, including the right to subsidized food in student restaurants. When enrolling at ZSEM, students will have their photograph taken for their X Card at a time specified by the school administration. The Student Administration Office will then handle a student’s request to acquire an X Card, and will inform the student once the X Card has arrived when and where they can receive it. The Student Administration Office will inform students on the entire process at enrollment.

5.3. National and University Library (NSK)

ZSEM students have the option of enrolling in Zagreb’s National and University Library. In order to utilize the services of the NSK (Nacionalna i sveučilišna knjižnica), you will need a library ID card, which you will receive when enrolling at the NSK (Nacionalna i sveučilišna knjižnica). For more information about the NSK (Nacionalna i sveučilišna knjižnica) and the services it offers, please visit www.nsk.hr.

Notice!

If a student loses one of his/her student ID cards, they are required to inform the Student Administration Office of this loss. The issuing of another X Card is charged 50kn. If you lose your student indeks, you are required to publish an announcement about the loss in Croatia’s official gazette, Narodne novine. Once this announcement has been published, you must submit a confirmation of its publishing to the Student Administration Office, who will then issue you duplicate documents for a fee of 150kn, while reentering the grades into the new indeks is charged 250kn for every course that must be entered.
5.4. **Student certificates**

Students have the right to receive certificates which prove that they are full time students. These certificates are ordinarily used to obtain student public transport passes, for tax deductions, to use property owned by the student’s family, in order to receive health insurance, etc.

You can purchase a student certificate in ZSEM’s Canteen or in Narodne novine locations. A filled out certificate is then stamped by ZSEM’s Student Administration Office, after you present them with your student indeks.

5.5. **Healthcare**

ZSEM students have the right to healthcare and are required to pass a systematic health exam administered by general practitioner Đanić-Kojić, PhD, who treats ZSEM students. The Student Administration Office will organize appointments for these exams for each individual student and will inform them by email.

You can reach Đanić-Kojić, PhD office by calling (01) 3665-496 (Golikova street, no. 34a)

**Notice!**

*Students from Bosnia and Herzegovina enjoy the same healthcare protection and rights as Croatian citizens pursuant to bilateral convention in force between Bosnia and the Republic of Croatia.*

5.6. **Student Restaurant**

Students have the right to subsidized food at student restaurants (menza) by presenting their X Cards. The closest student restaurant to ZSEM’s campus is located within the Lašćina student dorms, and is just five minutes south of ZSEM by foot. Its address is Lašćinska 32, tel. 01/2430-615. It is located halfway between Jordanovac and Kvaternik Square.

5.7. **Accommodation in Student Dorms**

If you need a place to stay, ZSEM students have the right to stay in one of the many student dorms located across Zagreb. The whole process of receiving a room in a student dorm begins by submitting the required documents to the Student Center located at Savska 25.

For more information on this process, please visit [www.sczg.hr](http://www.sczg.hr) or call 01/4593-639.

5.8. **Student Employment**

The Student Center is also the central hub which brings together students and offers them numerous services, including the option of helping student find employment through student contracts. To work through the SC’s Student Servis, you must apply; you can find more detailed information on the application process by visiting:

[http://www.sczg.unizg.hr/student-servis/](http://www.sczg.unizg.hr/student-servis/)

The address of the Student Center is Savska cesta 25.
6. Studying at ZSEM

6.1. Communicating over the Internet

6.1.1. Learning Management System - LMS

LMS is a program for distance learning which all students become acquainted with during the first seminar class as a part of the ICT course. In order to use LMS, each student receives a user name and password which enables them to safely access and use the materials on LMS. Every course offered by ZSEM has its own page which is edited and modified by the lecturers of that particular course. By logging in to LMS and clicking on a course, students can access all the information related to that course: the course syllabus, lecture notes, the exam schedule, office hours of lecturers and course assistants, exam results, announcements, discussion groups and forums, etc.

Students are expected to continually use LMS as their main source of information.

If you have any questions regarding using LMS or if you are encountering problems, you can ask for assistance from members of ZSEM’s Information Technology Service:

**For first and fourth year students:**

Philip Vranešić, BA  
Tel: 01/2354-148  
philip.vranesic@zsem.hr

**For second and third year students:**

Franjo Borović, MSc  
Tel: 01/2354-273  
franjo.borovic@zsem.hr
6.1.2. ZSEM Email Addresses  
All ZSEM students, employees, and lecturers have ZSEM email address. For students the form is:

   name.surname@student.zsem.hr.

For employees and lecturer the form is:

   name.surname@zsem.hr.

You will receive the information required to set up your own ZSEM email address and administration assistance from IT service.

Students are expected to check their ZSEM addresses regularly. If you become aware of any prohibited activity taking place regarding ZSEM’s email accounts, you are required to report this activity to ZSEM’s IT service immediately.

Claiming you weren’t aware of important announcements that were sent through ZSEM mailing lists is never an excuse!

6.1.3. Student Notice Board  
Student Notice Board on LMS is a place where you can find important information on ZSEM’s programs, your academic calendar, all the regulations and rules of ZSEM, lecture schedules and study group assignments and final exam schedules. The Student Notice Board is the most important place to receive information on important documents and deadlines.

6.1.4. ZSEM’s Wireless Network  
At the Zagreb School of Economics and Management, you have the option of using our WiFi network on campus. You can find detailed information on how to connect to our wireless network at

   http://wless.zsem.hr
6.2. Lectures

Before the start of classes, you will be informed of which study group you were assigned to and you will receive that group’s class schedule on your email account. This class schedule will also be published on the Student Notice Board on LMS.

Information on class schedules for each particular course can also be found on that course’s LMS page. Once the list of members of each study group has been published, it cannot be changed, and students are not permitted to independently change their study groups.

Lectures are obligatory and attendance makes up a certain percentage of the final grade of many courses. All the grade elements for each course are defined in the syllabus for that course (the foundation of every course) which is published on LMS.
6.2.1. Absences

All faculty members will keep a class attendance record. It is necessary to justify absences of up to 25% of the total teaching hours. The student shall justify the absence personally. It is not possible to justify absences of more than 25% of the total teaching hours. By way of exception, the student must contact the Student Coordinators, in the event of a longer serious illness.

If any suspicion arises in the authenticity of such certificates or if forgeries are suspected, students will be held responsible for violating the Code of Conduct.

6.2.2. Reports for Individuals Bearing Tuition Costs

If an individual or organization bearing the cost of tuition for a ZSEM student submits a written request to Student Administration Office, they will receive a report that contains a list of courses that student has passed, data on class absences and other information about that student’s effort at ZSEM.

After receiving this request, Student Administration Office will send this report to the home address or email address of the parent or tuition bearing individual. ZSEM receives permission from students to share this information with parents/tuition bearing individuals upon signing their student contract.

6.2.3. Office Hours

Every lecturer and professor at the Zagreb School of Economics and Management holds office hours for students at least once a week. The times of these office hours are indicated in the syllabuses of each course, and are also listed as part of the course schedule published on the Student Notice Board. Consultations with professors and assistants can also take place over email and LMS.

6.2.4. Elective Courses

As part of ZSEM’s undergraduate program, students can choose up to four elective courses, of which one must be a foreign language. Foreign language courses take place over two semesters and are counted as two elective courses. The other two elective courses can be chosen according to the catalog offered by each department.

Applications for elective courses take place each academic year for the upcoming winter semester, and for the summer semester of the next academic year. Students will be informed of application deadlines in advance. The quota of enrolled students in each elective course is limited. If a course has not reached its minimum enrollment quota, that course will not take place and students will be promptly informed to apply for other elective courses.

Elective courses can also be taken as part of ZSEM’s three-week international Summer School (for more information, please see section 10. Summer School).
6.3. Taking Exams

The best and fastest way to pass courses at ZSEM is to take mid-term exams. During each semester most courses hold around three mid-term exams; however, the number of mid-terms can be specified differently. This information is listed in each course’s syllabus. After the final mid-terms, student grades are tallied using different elements such as class participation, individual and group assignments, and other factors listed in each course syllabus (exercises, case studies, projects, etc.)

By passing courses using this method, students will receive grades in the pre-term, and will not need to take final exams.

If students are unable to pass courses this way, they will have the opportunity to pass courses through final exams. A student has the right to take a final exam for a particular course four times. If a student is unable to pass a course after his/her fourth attempt at a final exam, a student must reenroll in that class.

The method students will use to receive a grade and pass a course are listed in each course syllabus which is published under that course’s page on LMS.
6.3.1. Applying for Exams
Students taking final exams must register to take them within deadlines using the online Studomat system.

Students do not need to register on Studomat to take mid-term exams.

If a student wishes to take a final exam, he/she should register for that exam at least three working days before the exam on Studomat. Students can also unregister for a final exam, but must do so at least one working day before the exam, also using Studomat. (Please see Appendix III for more on Studomat, and Appendix VI for the Study Program Rules and Regulations).

6.3.2. Written and Oral Exams
Exams can be in either written or oral form.

Students must keep in mind that any attempt at cheating is a serious violation of the Code of Conduct, and implies that a student will be sent for a hearing before the Disciplinary Committee of the Zagreb School of Economics and Management.

Students are obliged to follow rules regarding taking exams, which are defined by ZSEM and which each professor determines for their particular course.

6.3.3. Exam Commissions
If a student fails to pass a final exam three times, their fourth attempt at passing that course must take place in front of a three-member exam commission.

Students can also take an exam in front of an exam commission if they are unhappy with the grade they earned during regular exams. In this case, if a student does not pass the commission exam, the student must take the course again (reenroll) in the next academic year.

6.3.4. Grade Entry
Immediately after publishing exam grades on LMS, professors will also publish the time and date of grade entry into your student indeks. You are obliged to attend your grade entry session.

Grades must be entered into a student indeks at latest three days after a passed oral exam and eight days after a passed written exam. If a student cannot enter their grade due to extraordinary circumstances, they are required to inform lecturers of their absence and schedule a new grade entry appointment.

The Student Administration Office does not accept and hold student indekses for students wishing to enter grades. If a student fails to attend a grade entry appointment, their grade at the exam in question will be considered void.
6.4. Demonstrations

Demonstrations are a form of free tutoring sessions which ZSEM organizes for students prior to mid-term and final exams. Demonstrations consist of coursework reviews which student peer tutors conduct with students at defined times. Peer tutors are usually upperclassmen which have shown exceptional knowledge and grades in the courses they are demonstrating. They are chosen and supervised by lecturers and professors in the course they’re tutoring.

Being a peer tutor, besides providing an opportunity to acquire additional knowledge and experience as a teaching assistant, is also rewarded with a salary, according to legal regulations on student employment.

6.5. Student Internships

One of the obligations ZSEM students have is to complete two internships during the second and third year of their studies, or in the summer months between academic years. Internships must last four weeks (a minimum of 160 work hours). Students can personally find the company in which they wish to complete their internship, or they can seek assistance from ZSEM’s Career Center.

Educational Goal: To prepare and equip students to deal with practical business situations.

Educational Outcomes: Practical experience through work, and introducing students with trends and business strategies. Acquiring, mastering, and applying knowledge, professional skills, and a work ethic.

After Completing An Internship: Student internships are performed on positions consistent with the student’s field of study, and are regulated by a student work contract or a part-time contract. Students in ZSEM’s Part-time Undergraduate Program can have their internships recognized based on documentation (issued by their employers) which prove that the student in question has work experience.

ECTS Points Assigned for Each Completed Internship: 1.

Registration of Completed Internship in Student Indeks: Completed.
Evidence of completed student internship — full-time students:

- A copy of a student contract issued by the Student Center
- Internship verification (template is available on ZSEM website)
- A certificate issued by an employer if the internship was completed through a part-time contract
- A certificate confirming a student attended an internship from a business school or university
- A certificate/recommendation from a company or institution in case the internship was performed outside Croatia

Internship certificate has to:

- Name and surname, student identification number
- Department in which internship is conducted, job description and grade
- Number of working hours, for each internship minimum is 160 hours
- Company stamp and signature of employer

Evidence of completed student internship — part time undergraduate program:

- An employer certificate

**Internships Abroad**

ZSEM students have the option of completing their internships with employers in countries other than Croatia. This form of internship provides students with several competitive advantages once they enter the labor market proper. An international internship can last from three months to up to a year, often in global companies. These internships are almost entirely adapted to international students in their final years of studies, upper-classmen, and graduates looking for their first work experience, and they offer many possibilities for professional development. More information about internship opportunities abroad can be found at LMS.

After submitting the documents proving a completed student internship, students are required to attend a grade entry session, where their internship will be recorded in the indeks. The Career Center notifies students in advance of these sessions.
Students have acquired practical knowledge in numerous companies in Croatia, such as VIPnet, Toyota, Coca-Cola HBC Croatia, Franck, Kraš, L’Oreal Adria, Orbico, Luminus Creative, Meggle Croatia, Omega software, Platinum Invest, The Regent Esplanade Zagreb, Valamar Hotels and others. An increasing number of students is acquiring practical knowledge outside of Croatia: Ernst & Young, Germany; Espírito Santo Investment, United States; SFA Insurance, Portugal; Horwath HTL, England; Adidas AG, Germany; Berliner Volksbank, Germany; MSK Capital, Russia; Porsche, Austria; Snecma&General Electric, France; Concorde Business Park, Austria and others.

6.6. Evaluations at the End of a Semester

On two occasions throughout every academic year, students will be surveyed and will grade the work of their lecturers and the administrative offices of ZSEM. We expect all students to answer these surveys as their goal is to adequately assess student satisfaction, as well as to make improvements to the services ZSEM offers.

This survey is entirely anonymous; administration officials have no way of identifying students which complete them. Survey results are publicly announced on LMS and accessible to all students.
6.7. Enrolling in Higher Years

After attending all the lectures in a particular academic year and completing student obligations, students are required to contact the Student Administration Office, which will inform them of appointments for enrolling in higher years.

In order to do this, you must follow these instructions:

- Attend the appointment with a student indeks containing all necessary grades from the previous academic year and a document confirming a completed internship (only in the case if a student is enrolling into the third or fourth year of study).
- A student can enroll in a higher year if in the previous year he/she acquired a minimum of 36 ECTS points and passed all the exams of previous years, while he/she can complete a partial enrollment with more than 18 ECTS.
- Visit the Student Administration Office, and complete the Enrollment and Application Forms. In the Enrollment Form, students must state which courses they will take in the next academic year.
- Confirm that all tuition payments for the previous academic year have been completed.
- The Student Administration Office will subsequently prepare an Annex to the Studying Contract which defines enrollment conditions and the tuition levels for the upcoming academic year.
- On the occasion of Studying Contract signing, students must provide Student Administration Office with confirmation that a tuition payment for the upcoming academic year has been made, either in installment or the entire tuition amount. The tuition for the upcoming year as well as payment options will be published in advance on Student Notice Board.

6.8. The Dean’s List

The Dean’s List, a written acknowledgement of exceptional academic success, is rewarded to students whose GPA throughout the academic year and after summer final exams exceeds 4.5, under the condition that the students have passed all courses, that the student is not repeating the academic year, and if the student was not found in violation of the Code of Conduct. This acknowledgement is rewarded at the ceremony celebrating the start of each academic year.

In academic year 2013/2014 8% of ZSEM students were awarded with the Dean’s List for exceptional academic success.
By way of fulfilling all the obligations and the Undergraduate thesis defense in front of the Committee, the student is finishing the Undergraduate Study in Economics and Management and gain the professional title Baccalaureus/Baccalaurea of Economics (240 ECTS).

By way of fulfilling all the obligations and the Undergraduate thesis defense in front of the Committee, the student is finishing the Undergraduate Study in Business Law and Economics and gain the professional title of Bachelor of appropriate field, in accordance with the Law (240 ECTS).

By way of fulfilling all the obligations and the Undergraduate thesis defense in front of the Committee, the student is finishing the Undergraduate Study in Business Mathematics and Economics and gain the professional title of Bachelor of appropriate field, in accordance with the Law (240 ECTS).

By way of fulfilling all the obligations and the Graduate thesis defense in front of the Committee, the student is finishing the Specialist Professional Graduate Study, MBA Program and Specialist Professional Graduate Study of Economics and is acquiring the title Master of Business Administration (60 ECTS).

Undergraduate and Graduate thesis, application, the topic choice, the composition of the Committee and the defense are regulated by special Regulations (see Appendix VIII and Appendix IX).
8. Career Center

The Career Center acts in line with the mission of ZSEM in the field of developing the potential of students, alumni, faculty and the development of cooperation with the business community.

In order to prepare the students for success in a globalised business surrounding faced with constant technological changes, the Career Center is organising a series of educational and practical workshops for career development. Students have a chance to see companies’ offices and manufacturing facilities, and by way of LMS browse through job offers. For all the necessary information on the employment situation on the market, competences sought, and help with particular areas of interest, student can book an appointment for individual consultations.

If you have inquiries or require guidance, please visit the website: www.zsem.hr or contact us by e-mail: career.centar@zsem.hr or by telephone: 01/2354-074.
8.1. Student Future Day (SFD)

Student Future Day is Career Center’s project aiming to present ZSEM students to Croatia’s leading companies. SFD is taking place every year, for ten years in a row, where students have the opportunity to find a permanent or temporary job and student placement. Business.hr has declared this manifestation the best career fair in Croatia.

Companies participants of the SFD in 2015 are:
Adecco, KPMG Croatia, Lidl, Pliva, Ernst & Young, Bomark Ambalaža, L’Oreal, Zagrebačka banka, Platinum Invest, Deloitte, Privredna banka Zagreb, portal MojPosao, In Store magazin, portal Posao.hr, Antena Zagreb, Lider, Bina-Istra, Phoenix Farmacija as well as many others.

8.2. ZSEM Alumni Network

http://zsem.360alumni.com/

Student times draw beautiful memories, experiences and friendships you want to prolong. You want to continue the connection and togetherness you had with your colleagues during your student days, even once you enter the business community, however, in the lack of time, you lose contacts.

ZSEM Alumni Network was founded precisely for this reason, with a simple goal: to stimulate networking and cooperation among Alumni who are located all over the world.

Main communication and information tool of this network is Alumni platform which provides exclusive job offers, contacts of all ZSEM Alumni, possibilities to organize events, and much more.

New possibilities / Better connection / ZSEM ALUMNI NETWORK
Alumni Entrepreneur Network

Alumni Entrepreneur Network is a business network of all ZSEM entrepreneurs alumni. The aim of the Network is to connect all alumni that have started their own company, lead their own entrepreneurial ventures or want to start. The Alumni network of ZSEM would serve as a platform for the exchange of practical knowledge, experience and advice regarding the risks, but also excitements of starting and leading a new company.

Our alumni today work in numerous companies in Croatia and abroad. Some of them are Agrokor, ALCA Group, Allianz Zagreb, Atlantic Group, Beiersdorf, Bina-Istra, Coca-Cola HBC Croatia, Croatia Insurance, Deloitte Advisory Services, Digitel Group, Dukat, Erste & Steiermärkische Bank, FINA, GfK – Society for Consumer Research, HEP – Hrvatska elektroprivreda, HOK Insurance, The Croatian Chamber of Commerce, Croatian National Bank, Croatian Postal Bank, INA, Jamnica, JANAF, Lidl, L’Oreal Adria, Nestle Adriatic, Philip Morris Croatia, Podravka Group, Privredna banka Zagreb, T-Hrvatski telekom, T&M Group, Tokić Automobile Spare Parts, Tomić, VIPnet, Zagrebačka banka, Zagreb Holding, Zvijezda and many others.
9. International Office

The International Office of the Zagreb School of Economics and Management has been active since 2005, and it is charged with maintaining ties with universities and business schools all over the world, giving our students a large network of partner schools to choose from for international exchange.

Thanks to the work of the International Office, many ZSEM students have spent some time studying for a semester or two abroad, participated in summer school programs lasting for a few weeks, or took part in study trips to exotic locations from Brazil to Japan. ZSEM students also frequently continue their education (MBA) outside Croatia.

We are especially proud of the fact that ZSEM possesses the Erasmus+ charter which enables our students to receive financial aid from European Union funds when going on exchange to partner universities in the EU.

In order to qualify for international student exchange, students must mind their GPA; a minimum GPA in order to qualify for exchange is 3.5, while having a higher GPA will give you a higher priority in choosing a destination for exchange.

ZSEM also has many courses in English for students to choose from, which represent an excellent way to prepare for international exchange.

Students that decide to embark on this experience of studying and living abroad in order to acquire new skills and the ability to adapt to a multicultural and diverse setting can visit the Office’s website: http://international-office.zsem.hr/ or they can visit office (in the FPSJ building) where they can receive more information about student exchange.

ZSEM currently has partnership agreements with the following universities and business schools:

**Albania**
- University of Tirana - Faculty of Economics

**Argentina**
- Universidad Austral, Buenos Aires

**Australia**
- Queensland University of Technology
- SP Jain School of Management

**Austria**
- University of Applied Sciences, Steyr

**Belgium**
- Saint Louis Facultes Universitaires

**Bosnia and Herzegovina**
- University of Sarajevo, Faculty of Economy

**Brazil**
- COPPEAD Graduate School of Business, UFJR
- University of Sao Paulo

**Canada**
- Ryerson University
- Okanagan College
- Universite du Quebec a Montreal
- Concordia University
- University of Manitoba
- HEC Montreal

**Chile**
- Universida Del Desarrollo

**China**
- Zhongnan University of Economics and Law
- Zhejiang Wanli University
- Shangai University
- Southwestern University of Finance and Economics
- School of Business, East China University of Science & Technology
- Jilin University

**Czech Republic**
- Masaryk University
Finland
- Jyväskylä University of Applied Sciences
- Laurea University of Applied Sciences

France
- ESSEC Business School Paris
- EDHEC Business School
- Toulouse Business School
- Audencia School of Management - Nantes - Master Dual Degree
- Science Po Lille (Institute for Political Studies of Lille)
- ESF Paris Graduate School of Management
- France Business School - Amiens
- ICN Business School
- Neoma Business School
- TELECOM Ecole de Management
- KEDGE Business School
- Sciences Po Paris
- Groupe ESC Dijon

Georgia
- Tbilisi Business and Management Higher Educational Institution – College

Germany
- Frankfurt School of Finance & Management
- Goethe University Frankfurt am Main
- Koblenz University
- Reutlingen University
- HHL Leipzig Graduate School of Management
- Munich Business School
- EBS Universität für Wirtschaft und Recht
- Pforzheim University
- Cologne Business School
- HSBA Hamburg School of Business Administration

Hong Kong
- Hong Kong Baptist University
- Hong Kong Polytechnic University

Hungary
- Corvinus University of Budapest

India
- Institute of Management Technology

Italy
- LUISS Guido Carlo University
- Università degli Studi di Modena e Reggio Emilia
- University of Bologna
- Sapienza Università di Roma – Facolta di Economia
- University of Torino
- Università degli studi di Padova

Japan
- Ritsumeikan Asia Pacific University
- Nagoya University of Commerce and Business
- Meiji Gakuin University

Kazakhstan
- KIMEP University

Latvia
- RISEBA University

Lebanon
- Holy Spirit University of Kaslik

Lithuania
- ISM University of Management and Economics

Macedonia
- Faculty of Economics-Skopje, SS. Cyril and Methodius

Mexico
- Universidad Panamericana
- Tecnologico de Monterrey
- IPADE Business School

Morocco
- ESCA Ecole de Management
- ISCAE Groupe

Netherlands
- The Hague University
- Stenden University

Norway
- BI Norwegian School of Management

Peru
- Universidad San Ignacio de Loyola
- Universidad del Pacífico

Portugal
- ISCTE-IUL Business School
- Nova School of Business and Economics
- Catholic University of Portugal - Porto

Poland
- Warsaw School of Economics
- Kozminsky University

Russia
- Plekhanov Russian Academy of Economics Moscow
- Urals State University of Economics
- Urals Federal University
- University - Higher School of Economics
- MGIMO University
- Saratov State Technical University

Serbia
- Faculty of Economics – University of Belgrade

Singapore
- Nanyang Technological University in Singapore
- SP Jain School of Global Management- Singapore

Slovenia
- Faculty of Economics, University of Ljubljana

South Korea
- Sogang University
- Kyung Hee University
- Sungkyunkwan University
- Chonnam University
- Pusan National University

Spain
- Universidad de Navarra
- Toulouse Business School Barcelona
- Universidad Carlos III de Madrid
- Universitat Internacional de Catalunya
- Deusto Business School
- University of Barcelona

Sweden
- Umea University
- Mälardalen University

Switzerland
- University of St. Gallen
- Zurich University of Applied Sciences

Taiwan
- National Tsing Hua University
- Southern Taiwan University

Thailand
- Bangkok University
Turkey
• Koc University

Ukraine
• Odessa National Economic University

United Kingdom
• University of Sussex
• University of Northumbria

United Arab Emirates
• S P Jain School of Global Management - Dubai
• The Emirates Academy of Hospitality Management (EAHM)

United States of America
• Saint Ambrose University
• University of Central Missouri

• University of Michigan-Flint
• John Carroll University, Cleveland
• St. Thomas University, Florida
• Anderson University

Head of International Office:
Javier Aguayo, MBA
Tel: 01/2354-154
javier.aguayo@zsem.hr

Office Coordinator:
Stjepan Mihovil Blažević, MA
Tel: 01/2354-154
stjepan.blazevic@zsem.hr
10. ZSEM Summer School

10.1. Summer School in Croatian Language

Every summer, from mid-June to mid-July, ZSEM organizes a summer semester for ZSEM students. The program is conducted in the Croatian language and over the course of six weeks. The Summer semester students of ZSEM can attend up to four required courses. The program is designed for students who participate in international exchange and have not taken obligatory courses in the given semester. The deadline for applications for the Summer semester is June 1.

Summer School Coordinator:

Ivija Bernatović, MBA
Tel: 01/2354-067
ivija.jelavic@zsem.hr
10.2. Summer School in English Language

Every summer from mid-June to mid-July, ZSEM holds a Summer School for both Croatian and international students. The program is conducted entirely in English, and by attending the Summer School students can take two elective courses over the summer and make their later academic years easier. Applications for the Summer School are open until the 1st of June, while ZSEM students that wish to listen to courses over the summer are not required to pay additional tuition, as these electives enter their course quota.

ZSEM’s Summer School is also attended by over 100 students every year, more than half of which are international students from countries such as the United States, Mexico, Japan, Portugal, Spain, Canada, and others.

More information about ZSEM Summer School can be found at:

http://summerschool.zsem.hr

Summer School Coordinator:

Ana Kuštrak Korper, MBA, MA
Tel: 01/2354-147
ana.kustrak@zsem.hr
11. ZSEM Business Academy

http://businessacademy.zsem.hr/

ZSEM Business Academy as a part of the Zagreb School of Economics and Management organizes various vocational programs, trainings, courses and conferences in marketing, management skills, finance, accounting, etc. These programs are intended to business community in Croatia and the region.

In a time of rapid changes and challenges brought about by globalization, continual training has become an imperative. Open courses were attended by more than 3,000 executives from Croatian and neighboring countries.

Our courses are organized on the model of the world’s top business schools, and provide contemporary knowledge and skills that can be acquired at top American and European business schools. The lecturers are quality speakers from the top business schools in the world (eg. Ross Business School, University of Michigan, SDA Bocconi, etc.), with years of experience.

Courses are held in Croatian or English language through an interactive work of professors and participants, through a several case studies and discussion. Basic characteristics of education on ZSEM Business Academy:

- Contemporary knowledge and skills,
- Quality trainers with years of experience in academic work and work with the business sector,
- Small groups of participants (10-30, depending on the program),
- Rooms are equipped with modern teaching aids,
- E-learning by using LMS,
- Collaboration with top universities and business schools (University of Michigan, Ross Business School, SDA Bocconi, John Carroll University, etc.’
- Best Economic professional literature,
- Certificate of successful completion of the seminar,
- International networking of participants,
- A professional organization of seminars and focusing on customer satisfaction.

Executive Director:

Lana Mažuranić, MBA
Tel: 01/4500-309
lana.mazuranic@zsem.hr
Unfortunately, Croatia still has a sizable number of young, talented people who do not have the opportunity to continue their education after high school because of the conditions in which they have lived or grown up. For this reason the Zagreb School of Economics and Management was one of the founding members of the Ivana Hodak Foundation. The goal of this Foundation is to award partial and full scholarships to young people seeking to study law or economics.

The criteria for these scholarships are determined by the Foundation, and can be found on the Foundation’s official website.

Donations to the Ivana Hodak Foundation are gathered from contributions by the Foundation’s founders and members, and through contributions from individuals and organizations defined as such by Croatian law.

For more information on the Ivana Hodak Foundation, please visit its official website www.ivanahodak-zaklada.org
13. Student Activities

ZSEM offers students the option of taking part in many diverse extracurricular activities. These activities are organized and coordinated by ZSEM Student Council, ZSEM Student Sport Association, Career Center, and by individual student clubs.

13.1. The Student Council

The ZSEM Student Council acts as the umbrella organization for student activities at ZSEM, and as such helps to promote ZSEM. The Student Council (SC) consists of three secretariats: for finances, public relations, and for student activities. The goal of each of these bodies is the betterment of student life. The student ombudsman is also a part of the SC; this body receives complaints from students and advises them on ways they can exercise their student rights.

By enrolling at ZSEM, you will automatically become a member of the SC, and as such you have the option of participating in activities organized by the SC and in the SC’s administrative bodies. The benefits of being active in the SC are numerous, but the most important ones are the development of your social skills, meeting your colleagues, developing your network of contacts, promoting ZSEM, and promoting yourself. Please keep in mind that active participation in the activities of the SC can also look very good as an addition to your resume.

Throughout every academic year, the SC tries to enrich the spare time of our students. At the start of every academic year, the SC organizes, in cooperation with ZSEM, a three day freshman trip. ZSEM also organizes many different study trips to various exotic locations around the world.

However, the SC also engages in many philanthropic activities, such as blood drives, visiting conferences and other higher education institutions, and organizing student get-togethers (paintball and bowling tournaments, field trips, parties, etc.).

For more information on the activities of ZSEM’s Student Council, please visit their official Facebook page:

https://www.facebook.com/sz.zsem.hr

Council President:
Marko Komšo
mkomso@student.zsem.hr
13.2. ZSEM Student Sport Association (SSA)

All activities related to sport are coordinated by the Student Sport Association (SSA) of the Zagreb School of Economics and Management, led by the Association President Zlatko Mateša, PhD. Every academic year the number of active athletes at ZSEM increases, as does the number of athletic and sporting options and activities offered to our students. The SSA is focused on working with students in order to give everyone a variety of options in partake in either representative or recreational athletic contests.

In this new academic year, the SSA will continue to invest efforts in popular sports, as well as in new sports that weren’t offered until now as a recreational activity. The SSA takes part in many interesting tournaments, and organizes its own annual sports tournament.

ZSEM students can sharpen their sporting skills in more than 10 team and individual sports, in both male and female competition. There is a long list of sports that still aren’t offered by the SSA and which are contested in a student league, however, offering these sports depends on the interest and participation levels of students.

All new students can be part of the sports family of the Zagreb School of Economics and Management, either as regular competitors, recreational athletes, or as team leaders. This can take place in already formed teams or in entirely new sports. Students that are chosen to join ZSEM’s first team have the possibility of having their athletic contribution to the team recognized as an elective course.

For more information about athletics at the Zagreb School of Economics and Management, please visit the official Facebook page of the Sports Student Association of ZSEM.

Vice Presidents:

Juraj Kuk
jkuk@student.zsem.hr

Martin Borković
mborkovi@student.zsem.hr
13.3. IT Club

The IT Club of the Zagreb School of Economics and Management is a club formed by ZSEM students. The goal of this club is to help students acquire practical knowledge in the area of computer technology, maintaining computer equipment, and holding informative workshops and lectures. Through this club, many students are introduced to new technologies, and assist in the organization of various events and conferences at ZSEM. The IT Club serves as a place that brings together students that are interested in information technology, where they can discuss various areas of professional interest, exchange experiences from their internships, and follow trends in the fast growing IT sector.

At the beginning of every semester, members of this club meet to determine a plan and program for the coming semester. Membership in this club is open to all ZSEM students. If you wish to take part in the activities of this club, and if you have any questions or would like more information, please contact:

**IT Club Mentor:** Karmela Aleksić-Maslać, MSc
karmela.aleksic@zsem.hr

**IT Club Coordinator:** Matija Ranogajec
mranogaj@student.zsem.hr

13.4. The Journalism Club and Sixsigma Magazine

ZSEM’s Journalism Club has been active since 2006, and its main activity is working on and publishing Sixsigma, ZSEM’s student magazine. In Sixsigma, you can find articles about the Croatian and world economy, interviews with prominent public individuals and with ZSEM employees. This magazine also covers topics that are relevant for students, including student projects. Membership in the Journalism Club is open to all students; everyone is welcome to make a contribution to Sixsigma.

For more information on how to join the Journalism Club, please contact:

**Ana Kuštrak Korper,** MBA, MA
ana.kustrak@zsem.hr
13.5. The Student Financial and Investment Club

The Student Financial and Investment Club of the Zagreb School of Economics and Management (SFIC) was formed by ZSEM students in order to acquire theoretical knowledge and practical experience, as well as additional education in the areas of finance and investing, and other related areas.

The SFIC organizes lectures, events, conferences, seminars, workshops, and other activities in cooperation with other student clubs and associations under the ZSEM umbrella. They work on research projects and on publishing of various materials which cover themes in the areas of finance and investing. This club also takes part in virtual simulations through applications offered online.

In order to apply to join the Student Financial and Investment Club, you must fill in an application form.

www.sfik.zsem.hr

President of the Board of Trustees:
Ante Žigman, PhD
ante.zigman@zsem.hr

Members of Three Person Presidential Committee:

Petra Širić
psiric@student.zsem.hr

Nikola Škrtić
nskrtic@student.zsem.hr

Martina Jergović
mjergovi@student.zsem.hr

www.sfik.zsem.hr
13.6. NEXT Junior Enterprise

NEXT is the first and only Junior Enterprise in Croatia and in this part of Europe. It is run by a team of students and it offers a wide range of consulting services for “real” companies.

NEXT mission is to bring together a team of creative and innovative students that will bring improvement to the clients through dedicated work.

NEXT is also a great way to take the first step toward a successful business career. By working on challenging projects and with successful companies, our students have a great networking opportunity as well as gaining valuable work experience. Students are also improving their personal and professional skills, which will help them make a transition to the business world.

If you wish to contact us please send us e-mail at next@zsem.hr.

NEXT Mentor:
Goran Oblaković, PhD
goran.oblakovic@zsem.hr

NEXT Coordinator:
Petar Butorac
pbutorac@student.zsem.hr
13.7. The Ideja Student Marketing Club

Ideja, our student marketing club, brings together students of the Zagreb School of Economics and Management which are interested in different aspects and spheres of marketing.

The activities of this club are diverse; however, they aim to develop cooperation between members, the free exchange of ideas and stimulation of student creativity. Members of this club work on different case studies in the area of marketing, sharpening their analytical skills and acquiring skills and knowledge that can be useful once they enter the business world.

The most important activity of this club is the undertaking of various projects in cooperation with other student clubs and non-profit associations. Projects consist of developing and executing a marketing strategy, through which certain goals of the associated non-profit are realized, by which this club can help such organizations from a marketing standpoint.

This club also organized lectures and workshops which are held by marketing experts, and in which students can come into contact with specific problems they might face in the future.

Membership in the marketing club is open to all ZSEM students who are willing to test their knowledge, skills, and creativity by solving concrete business cases, while learning and exchanging experiences with other students at the same time. Membership is open throughout the entire academic year; applications are accepted on the following email address: marketinski.klub.ideja@gmail.com.

**Club President:**
Mislav Ćuk
mcuk2@student.zsem.hr

**Club Vice President:**
Marina Vojnović
mvojnovi@student.zsem.hr
17. Final Remarks

The goal of this handbook is to make your first days at the Zagreb School of Economics and Management easier by helping you adapt to your new surroundings and the obligations that come with being a student.

We believe that all the information we have presented here will help you navigate this new situation, and you can always stay informed about school news by visiting Student Notice Board.

Yours sincerely,

Zagreb School of Economics and Management.

April 2015
Dedicated to Quality

- The only AACSB accredited business school in Southeast Europe
- Professors with international education and experience
- International students exchange program with 120 universities all over the world
- Proven ability in recruitment companies
- The best business school in Southeast Europe

UNDERGRADUATE PROGRAMS:

- Economics and Management (240 ECTS)
- Business Law and Economics (240 ECTS)
- Business Mathematics and Economics (240 ECTS)

Working languages are Croatian and English.

www.zsem.hr
In this section we will explain some of the basic functions which are frequently used as part of distance learning at the Zagreb School of Economics and Management (ZSEM).

Our goal is for you to master certain functions such as downloading lectures, sending emails, etc.

**In this section, we will cover:**
- Logging in
- Changing your password
- Viewing and saving documents on your computer
- Using email
- Using the forums
- Taking tests.
LOGGING IN

Open your internet browser and type in the following URL: http://bb.zsem.hr, then type in the user name and password you received to access Blackboard in the assigned text fields. You will receive your user name and password in your first class week.

Note: Accessing the internet through Carnet

Your username@zsem.hr address and password are also your login information for accessing the Internet through the MetroCARNet, Bnet-CARNet, Iskon CARNet Duo, and CARNet Mobile (Vip-CARNet) services. These services are more affordable for students and professors. For more information on how to use these services, please see the web pages of each individual internet service provider.

When entering your Blackboard ID and password make sure your Caps Lock key (for capitalizing letters) is off.

If you’ve entered your username and password successfully, you will see a list of courses you are registered for in the coming semester:

In order to access the page of a particular course, all you need to do is to click on the blue underlined link of that course.
**Viewing and Saving Documents on Your Computer**

Once you’ve accessed a course page, click on the links that allow you to download files:

Click *Save* in the next window in order to save the document in your preferred folder on your computer.

**Using Email**

When you *log in* to the main page, click on the *Mail* link in the left sidebar:
Using the Forums

The forums are accessed similarly to the email function. Click on the link in the left sidebar which says Discussion Board or Forum:

You will then see a list of active topics. You can open them by clicking on a post in the thread:
Once you’ve clicked on a post, you have the option of *replying* on that post, or replying by *quoting* the content of that post.

**USING THE CALENDAR**

You can open the calendar by clicking on its link in the left sidebar:

With the *View Day* and other options, you can set your preferred view of the calendar.
**Taking Tests**

You can access and take tests by clicking on the appropriate link in the left sidebar and then clicking on the name of the test you wish to take:

Then you are required to click on the *Begin* button in order to begin taking the test:
Some professors will limit access to tests by protecting it with a *password* which you must first enter then click *Submit*.

![Password input screen](image)

After you do this, the test will open. After answering each question you must click *Save Answer*, otherwise your answer will not be saved.

![Question screen](image)

At the end of the test save your answers and click on *Save and Submit*.
Blackboard will warn you if there are questions you didn’t provide an answer to.

You can click the Cancel button and return to answer those questions or you can click on OK and continue to the screen which will provide you with your test score, if you do not wish to answer any of the unanswered questions.

Confirm your submission of the test by clicking on OK on the next dialog box:
You will then receive details about your submitted test. To proceed, click OK:

![Image of test submitted]

In the final window, you will be able to see details regarding your answers on the test. After you have seen your score, click on OK to complete taking the test:

![Image of review test submission]
THE BASICS OF USING LOOMEN
DISTANCE LEARNING SOFTWARE

In this section we will explain some of the basic functions which are frequently used as part of distance learning at the Zagreb School of Economics and Management (ZSEM).

Our goal is for you to master certain functions such as downloading lectures, sending emails, etc.

In this section, we will cover:

• Logging in
• Changing your password
• Viewing and saving documents on your computer
• Using email
• Using the forums
• Taking tests.
LOGGING IN

Open your internet browser and type in the following URL: https://loomen.carnet.hr, then click on:

Write your full username and password which you have received on ZSEM. Use full form of your username like pperic@zsem.hr. When entering your ID and password make sure your Caps Lock key (for capitalizing letters) is off.

Note: Accessing the internet through Carnet: your username@zsem.hr address and password are also your login information for accessing the Internet through the MetroCARNet, Bnet-CARNet, Iskon CARNet Duo, and CARNet Mobile (Vip-CARNet) services. These services are more affordable for students and professors. For more information on how to use these services, please see the web pages of each individual internet service provider.
Click on number in category in order to see courses in that category:
VIEWING COURSES

By clicking on links above course content you can move through courses and activities and materials on courses.
Forum

Clicking on forum icon you’ll enter in list of discussions. Clicking on name of discussion you can enter discussion. When you open discussion you can replay on it by typing your answer in field below. You also have option to attach file:
Submitting assignment

By clicking on tool for assignment submission you will view similar to this one below. At the beginning you will see project description and on bottom you have options to submit new attempt (Add new attempt) or add attempt based on previous submission in case professor allows that:

Click on Add new attempt and you’ll be able to submit your attempt by writing your answer, uploading file and clicking Save:
Taking tests

When you click on test you can see test description and you can start test by clicking Attempt quiz now:

In case you start test 1st time you can click on Start attempt:
Mark answers in test and then click Next:

**Question 10**
Main 3 applications in Google Drive are:

Select one:
- a. Textapp, Spreadsheets and Slides
- b. Writer, Excel and PowerPoint
- **c. Docs, Spreadsheets and Slides**
- d. Writer, Tabler, Presenter
- e. Docs, Spreadsheets, Presenter

**Question 11**
PPT is extensions for:

Select one:
- a. Old PowerPoint format from 1986-1997
- b. Newest PowerPoint format
- c. PowerPoint Show file
- **d. Old Powerpoint format for MS PowerPoint 97-2003.**
- e. Powerpoint format for PowerPoint 2010
Submit test by clicking *Submit all and finish*:

Click *Submit all and finish*

You can *Return to attempt* test again if professor allowed it.

Other options and tools (Calendar etc.) are simple to use and if professor will use them in course you will be able to access them with menu on the right side or from the beginning of the course page.
ZSEM’s STUDOMAT

About This Application

ZSEM’s Studomat is a web application that is accessible to students of the Zagreb School of Economics and Management through LMS, which can be accessed at Student Notice Board.

This application allows students to see their class schedule, to apply for and cancel exams, to follow news about the latest events on campus, and to exchange contact information with other students.

Accessing Studomat

The process of accessing Studomat consists of entering your user name and password on the front page of the application. You can use the LDAP user name and password you received on your first ICT session.
The Home Page

On the starting page, which you will access after successfully entering your username and password, you will see a menu in the upper left corner using which you can navigate Studomat. In the bottom left corner, you will see a list of files which you can download on your own computer (for example, class schedules, course lists, etc.)

Courses

The Courses pages show students the list of courses they are registered for in the current academic year, with semester details, ECTS points, and final grades.
Applying for and Cancelling Exams

In order for a student to apply for an exam over Studomat, the student must have satisfied the course criteria necessary in order for the student to have the right to take the exam. All of the exam periods for which the student has satisfied access criteria will be listed on this page:

At the end of the table is the Apply button, which students can use to apply for any exam period.

In order to cancel an exam, which must be done at latest 24 hours before an exam is scheduled to take place, use the Cancel button on the page for exam cancellations:
Schedule

By viewing the available schedules, students can see exam terms and class schedules for the current academic year and chosen course. Along with information on the exact time of exam periods, students can also find information on the room in which they will take place.

My Account

In order to facilitate the exchange of contact information between students, this page allows students to update their email address, phone number, and mobile phone number:
HANDBOOK APPENDIX IV

ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

ZAGREB, JORDANOVC 110

THE CODE OF CONDUCT
Contents

1. THE PURPOSE FOR A CODE OF CONDUCT 85
2. STUDENT RIGHTS 85
   2.1. Personal student rights 85
   2.2. The right to use information technology 86
   2.3. Student rights and obligations outside ZSEM 86
3. STUDENT RESPONSIBILITIES 87
   3.1. Violation of its own personal dignity 87
   3.2. Violation of dignity of other persons 87
   3.3. Breaches of undisrupted lecture holding 87
   3.4. Damaging property 88
   3.5. Violation of ZSEM rules 88
4. PROCEDURAL RULES 89
5. THE CONSEQUENCES OF DISOBEDIENCE OF THE CODE 89
6. ENACTMENT AND CHANGES IN THE CODE 89
7. OBLIGATION TO PUBLISH THE CODE 89
1. **THE PURPOSE FOR A CODE OF CONDUCT**

The Zagreb School of Economics and Management (hereafter referred to as ZSEM) was founded with a goal to transfer knowledge and skills in the fields of economics and management including the development of values based on respect and the ability to achieve critical thinking and make practical business decisions.

However, ZSEM is not only an educational institution developing the intellectual capabilities of its students. It devotes the same amount of attention to the development of moral values, character traits, and personalities of its students, therefore aiming to educate and create the person as a whole, capable to cope with the most demanding challenges of today’s business and entrepreneurial world.

The purpose of the Code of Conduct of ZSEM is to contribute to the fulfillment of tasks and fundamental values promoted by this higher education institution.

Compliance with the Code is in the best interest of both the students and the education community as a whole.

ZSEM has established the rules to help guide the efforts of its students to achieve and develop a new and different quality of student life and behavior, with respect to Croatian standards.

Students who enroll at ZSEM are required to comply with the provisions of this Code of Conduct. They accept this commitment with the act of enrollment.

Students who violate the rules provided by this Code will be held responsible according to the provided disciplinary procedure and will bear the determined disciplinary measures, as according to the Disciplinary Procedure Regulations.

2. **STUDENT RIGHTS**

ZSEM students have all the rights guaranteed by laws and regulations of the Republic of Croatia and the Statute and other general and individual acts of ZSEM, in the goal of providing a high quality education process and maintaining high ethical standards of the School. This Code predicts the following additional rights of the students.

2.1. **Personal student rights**

- Every student has the right to freely express his or her opinion, preferences and attitudes under the condition that it does not offend or endanger others;
- Every student has the right to choose the clothing he or she will wear in the premises of ZSEM, provided that this clothing is appropriate, based on generally accepted rules, for the occasion being worn;
- Every student has the right to access his or her student records, including grades;
- Every student has the right, using a written request to the Secretary of ZSEM, to ask for a change or amendment of certain data in the student documentation, if there are reasonable grounds to do so. If ZSEM refuses to make the amendment or change, the student has the right to ask for the decision to be made by the Dean;
• Every student has the right, using a written request to the Secretary of ZSEM, to allow or forbid public announcements of any information about this person which, by the Croatian laws, enters the sphere of protection of privacy;

• Students have the right to assemble and protest, but only in ways that don’t disturb the working environment at ZSEM or other House Rules, especially concerning the entry or exit from the School, regular teaching or exams, physical and personal integrity of other people and groups, or damaging school property;

• Every student has the right to be protected by ZSEM from any kind of physical or emotional abuse or assault, sexual harassment, any kind of racial, ethnical, religious, sexual or other form of discrimination, public exposure to shame, or psychological pressure, regardless of whether this was done by the students, lecturers or staff of ZSEM.

2.2. The right to use information technology

• Every student has the right to access and use all of ZSEM’s technological resources and facilities (by using the School’s and their own password) under the condition that they use it in accordance with the ethical, legal and professional standards of the School. This implies not damaging or destroying their material base, nor compromising the accuracy, confidentiality and integrity of data, software, networks, operational systems, etc.;

• Every student has the right, to the extent that a certain subject is developed using information technology, to use the given source as one of its aids during studies, as well as other data and services ZSEM has to offer. However, by doing so he or she must take particular care not to infringe the copyright restriction, protect personal data including privacy rights, publishing, licensing and other rights according to the law, nor to enter the so-called “virus” into the existing software or data.

2.3. Student rights and obligations outside ZSEM

• Students which attend classes by car are obliged to park their vehicles so that they don’t obstruct access to both the Faculty of Philosophy of the Society of Jesus (hereafter referred to as FPSJ) and ZSEM nor any surrounding buildings;

• Students are allowed to put up posters and billboards as well as handing out brochures only at the places specified for such activities, unless the Dean allows otherwise under exceptional circumstances;

• In all areas of FPSJ and ZSEM it is forbidden to distribute political posters or hold political rallies or gatherings, or any other gatherings which might offend the dignity of other students in the area;

• Students who wish to organize a play, a lecture or event are obliged to ask for prior approval of the Dean of ZSEM.
3. STUDENT RESPONSIBILITIES

The below listed behavior and actions of students are not allowed in any of the areas in which ZSEM operates (indoors or outdoors) nor in any School occasion during the teaching period.

Violations of the following provisions and standards of ZSEM bear with it the disciplinary responsibility of every student in accordance with the provisions of the Disciplinary Procedure Regulations and regulations of this Code.

3.1. Violation of its own personal dignity

- In the premises of ZSEM it is prohibited to bring or consume any alcohol, as well as the arrival of students under the influence of alcohol;
- It is prohibited to carry, use, disseminate, sell or any other contact with drugs or other types of illegal narcotics, as well as the arrival of students under the influence of drugs, in the premises of ZSEM;
- Smoking of cigarettes, cigars and pipes is prohibited in all closed areas of ZSEM;
- Any betting activities of the students or illegal gambling are prohibited in all areas of ZSEM;
- It is prohibited to engage in any kind of activity or behavior that might endanger or impair the health and safety of any person;
- It is prohibited to undergo or participate in any activities forbidden by the law.

3.2. Violation of dignity of other persons

- Any physical or verbal assault or attack, threat, abuse and harassment of another person is prohibited;
- Any harassment, threat, abuse of another person based on race, ethnicity, gender, religious beliefs, physical or other disadvantages, or sexual preferences is prohibited;
- Any kind of sexual contacts in the areas of ZSEM are prohibited;
- It is prohibited to participate in any form of harassment of another person which may lead to mental, physical, emotional or other discomfort of that person;
- Possession, use, sale or any other contact with all types of weapons or inflammable and explosive devices (including firecrackers, fireworks, etc.) is prohibited;
- Any kind of behavior which disturbs other students or teachers in performing their duties, in studying or in general in having a normal student life at ZSEM, is prohibited.

3.3. Breaches of undisrupted lecture holding

- It is prohibited to violate the cleanliness of all areas of ZSEM;
- Any kind of disturbance of peace and working atmosphere in the areas of ZSEM is prohibited;
- Unjustified absence from compulsory courses, seminars or other forms of teaching as well as ignoring all other
assumed student obligations is prohibited;

- During lectures, it is prohibited to talk or in any other way to disrupt the lecture, whether by leaving and entering the classroom, talking on the phone etc.;
- Any kind of inappropriate, illegal or criminal behavior is strictly forbidden;
- Any kind of copying and cheating on exams and all other forms of illicit behavior during the examination of students is strictly forbidden.

3.4. Damaging property

- Any unauthorised entry, use and disposition of property owned or used by ZSEM is prohibited;
- Theft, misuse, destruction and damaging of any assets regardless of whether they are owned or used by ZSEM, by FPSJ, or anyone individually is prohibited. This includes the property of the library, technical equipment, computer equipment, data and software. ZSEM reserves the right to seek full compensation for any damages;
- Entry or residence within the premises of ZSEM is prohibited without the use of the personal ID issued by the School, and which each student is required to show to the School staff upon request;
- It is prohibited to use outdoor or indoor areas of ZSEM for advertising, promotions, sales, or other gatherings except for the activities which are a part of the School curriculum or have prior approval from the Dean of ZSEM.

3.5. Violation of ZSEM rules

- Any violation of the rules and customs published in the House Rules, organization of student activities contained in the Study Program rules and regulations and all other rules and regulations of ZSEM is prohibited;
- A failure to comply with the instructions and orders of the Secretariat and ZSEM’s teachers regarding student obligations during the study period is prohibited;
- It is prohibited to intentionally or out of pure negligence interfere in the usual way of conducing sponsor activities of ZSEM;
- Violation of all laws and regulations of the Republic of Croatia as well as general acts of ZSEM and FPSJ is prohibited;
- Any form of misconduct such as theft, plagiarism or making false documents is prohibited, as well as participating in such activities;
- Deliberate forgery or unauthorised use of the personal student ID card is prohibit, as well as participating in such activities;
- Forgery, unauthorised modification or misuse of data and documents of ZSEM is prohibited;
- It is prohibited to misuse the scholarship funds or any other financial aid given for the purpose of studying at ZSEM;
- Contempt, noncooperation, or the refusal of giving truthful information to the Disciplinary Committee is prohibited;
- The noncompliance and nonimplementation of the decisions of the Disciplinary Committee is prohibited;
- The violation of officially formalized and published attitudes of ZSEM is prohibited, as well as impairing the reputation of the School in any way.
4. PROCEDURAL RULES

Any ZSEM student who finds out that any offense, violation, felony or similar act has been perpetrated (in accordance with the laws and regulations of the Republic of Croatia as well as the Statute of the School, its general acts and this Code) is obliged without delay to notify completely and truthfully their student coordinator or the Assistant Dean in charge of the students.

The student coordinator who was informed of the activities according to previous paragraph, or when the Dean in charge of the students asks him to do so, is obliged to immediately examine all the relevant circumstances of the case and fully notify the Dean in charge of the students, and if necessary initiate the disciplinary procedure.

The grounds to start and run the disciplinary procedure, as well as the type of disciplinary measures which may be imposed are regulated by the Disciplinary Procedure Regulations.

ZSEM reserves the right to seek for, and in any way charge full compensation for any material or other damage of the School’s property due to violations of the laws and regulations of the Republic of Croatia, as well as the Statute, general acts of the School and this Code from any student or third person. Settlement or dismissal of legal protection in such a case can be made only by the founders of ZSEM and the Dean, by joint signature.

Every student which in the attainment of his guaranteed rights by the laws and regulations of the Republic of Croatia, comes across any difficulties he or she will promptly notify his or her student coordinator or the Assistant Dean in charge of the students which will take all the necessary measures to eliminate the obstacles in fulfilling the student’s guaranteed rights within the available options.

If it is determined that any right of the students has been violated through the procedures of administrative or technical bodies, ZSEM teachers, or any third person authorized to act in the School grounds, ZSEM reserves the right to seek and achieve a full legal compensation of damage from any such person responsible.

5. THE CONSEQUENCES OF DISOBEDIENCE OF THE CODE

Students not behaving in line with the Code shall be responsible for the breaches of the Code in the disciplinary procedure and will be pronounced with disciplinary sanctions according to the provisions of the Disciplinary Procedure Regulations and this Code.

6. ENACTMENT AND CHANGES IN THE CODE

This Code, as well as its changes and amendments, is brought to force by the Dean of ZSEM.

7. OBLIGATION TO PUBLISH THE CODE

These Code of Conduct will enter into force on the date of their adoption and are published on the Notice board and the website of ZSEM.
Dedicated to Quality

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› Professors with international education and experience
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# CONTENTS

1. GENERAL PROVISIONS 93
2. LIABILITY FOR DISCIPLINARY VIOLATIONS 93
3. DISCIPLINARY VIOLATIONS 93
   3.1. Major disciplinary violations 93
   3.2. Minor disciplinary violations 95
4. DISCIPLINARY MEASURES 95
5. LIMITATION PERIOD FOR DISCIPLINARY PROCEDURES AND MEASURES 95
6. BODIES OF DISCIPLINARY PROCEDURE 96
7. DISCIPLINARY PROCEDURE 96
8. TRANSITIONAL AND FINAL PROVISIONS 98
1. GENERAL PROVISIONS

Article 1

In accordance with the Article 88, Paragraph 2 of the Science and Higher Education Act as well as the Statute of Zagreb School of Economics and Management (hereafter: ZSEM), while being on the premises of ZSEM and other facilities where classes or other activities of ZSEM are held, students shall:

- abide by the Study Program Rules and Regulations as well as the Code of Conduct and other enactments of ZSEM
- abide by the rules of civil behavior towards teachers, associates and other employees of ZSEM, students and other people on the premises of ZSEM (interior and exterior) and Faculty of Philosophy of the Society of Jesus (hereafter: FPSJ)
- protect the reputation of ZSEM and personal student status as well as the status of other students of ZSEM.

2. LIABILITY FOR DISCIPLINARY VIOLATIONS

Article 2

Subjects liable to disciplinary procedures are: regular and part-time students of professional undergraduate studies and regular and part-time students of specialist professional graduate studies from the moment of their enrolment until the completion of studies i.e. the termination of their student status as well as attendants of training programs from the moment of their enrollment until the completion of the program i.e. the termination of their program attendant status.

3. DISCIPLINARY VIOLATIONS

Article 3

ZSEM has made a list of disciplinary violations that can be:
- major
- minor

3.1. Major disciplinary violations

Article 4

- actions defined as criminal offences by the Penal Code of the Republic of Croatia
- being in possession of and consuming alcohol on the premises of ZSEM as well as coming to and staying on the ZSEM premises while being under the influence of alcohol
- being in possession of, consuming, dealing in, selling or being in any contact with drugs and other types of illegal narcotics as well as coming to and staying at the premises of ZSEM while being under the influence of drugs or any other illegal narcotics
- smoking cigarettes, cigars and pipe on all interior premises of ZSEM
- refusing to do a drug test
- violating rules of civil behavior and politeness in relation to teachers, associates and other employees of ZSEM, as well as other students
- assaulting physically or verbally, threatening, bullying and harassing others, using inappropriate and impolite language and swearing in conversation with other
students, teachers, associates and other employees of ZSEM

- harassing, threatening and bullying other people on the basis of race, religion, physical or other disability or sexual orientation

- disrupting order and discipline requested for particular forms of classes and exams defined by the Code of Conduct and other enactments and decisions of ZSEM, being absent from lectures and other types of classes for unjustified reasons, disrupting lectures and classes by coming in and leaving the room and using the mobile phone during lectures and classes

- copying and cheating at exams and behaving in other forbidden ways in the exams

- copying diploma thesis and seminar paper as well as other written works required by the Curriculum

- entering, using or managing without previous authorization any property owned or used by ZSEM

- stealing, misusing, destroying and damaging any property owned or used by ZSEM, owned by FPSJ or any individual, including the library property, technical equipment, IT equipment, data and software on the interior and exterior premises of ZSEM

- stealing, falsifying or making false documents, as well as participating in such activities

- beguiling with the purpose of gaining student rights

- deliberately destroying, damaging or falsifying the Grade book (indeks) or reporting the loss of the Grade book (indeks) with the purpose of gaining or withholding unlawfully student rights

- falsifying or using without having authorization the student ID as well as participating in such activities

- falsifying, changing without previous authorization or abusing data and documents of ZSEM, in particular, forging the signature of teachers or the Dean with the purpose of gaining or withholding student rights

- misusing scholarship or any other financial help provided for studying at ZSEM

- false presenting, refusing to respond and to give incorrect information to the Disciplinary Committee

- refusing to apply and abide by the ruling of the Disciplinary Committee

- refusing to assume formally defined and proclaimed attitudes of ZSEM and damaging the reputation of ZSEM

- violating all other provisions defined by the Code of Conduct of ZSEM

- refusing to abide by the rules of studying defined by the Study Program Rules and Regulations.
3.2. **Minor disciplinary violations**

**Article 5**

- being late to classes
- behaving inappropriately and doing things which are not in line with the ZSEM student status
- disrupting classes in any way that the teacher regards as being disruptive for the normal following of class
- damaging the reputation of the School, student status, other students and teachers as well as other employees of ZSEM in a more discrete way and therefore not having the same repercussions as in the case of the major disciplinary violations.

4. **DISCIPLINARY MEASURES**

**Article 6**

Measures taken for minor disciplinary violations include:

- warning from the Dean
- warning from the Faculty Board of ZSEM.

Measures taken for major disciplinary violations include:

- warning from the Faculty Board
- warning before expulsion
- permanent expulsion.

**Article 7**

In case of the expulsion from ZSEM the Study Contract is terminated with no right to tuition refund and with an obligation to pay compensation for damage incurred to the party in question and ZSEM. Disciplinary measure of expulsion can be taken also in case of repeated incidents of minor disciplinary violations.

Grave forms of major disciplinary violations are deliberately committed violations.

Probation can also serve as a measure against some disciplinary violations.

If the student does not commit any additional disciplinary violation in the specified period of time the information on the imposed disciplinary measure will not be included in the Diploma Supplement.

**Article 8**

Measures taken in case of minor disciplinary violations are: warning from the Dean and the warning from the Faculty Board.

The warning from the Faculty Board can be a disciplinary measure taken for all forms of minor disciplinary violations and milder forms of major disciplinary violations.

Pre-expulsion warning can be pronounced for minor forms of severe disciplinary violations and in the event of repeating a minor disciplinary violation.

5. **LIMITATION PERIOD FOR DISCIPLINARY PROCEDURES AND MEASURES**

**Article 9**

The statute of limitation for disciplinary procedure is six months from the day on which the disciplinary violation was committed.

The statute of limitation expires two years from the day on which the disciplinary violation was committed.
If the disciplinary violation includes also a criminal act, the statute of limitation is the same as for a criminal act.

The statute of limitation for disciplinary procedure does not include the period from July 1 to August 31 of the current year.

The statute of limitation for the execution of the prescribed disciplinary measure is thirty days from the first day of the legal validity of the decision reached in the disciplinary procedure.

6. BODIES FOR DISCIPLINARY PROCEDURE

Article 10

The Disciplinary Committee (hereinafter: the Committee) for students from the Article 2 of these Regulations conducts the disciplinary procedure in order to define the liability of the student and disciplinary measures.

The Committee consists of a Chairperson and two members and two assistants.

The Chairperson, members and assistants of the Committee are appointed and dismissed by the Dean.

The Chairperson of the Committee is appointed by the Dean for a period of four years.

The Chairperson of the Committee is a teacher; one member and his/her assistant are elected from among teachers and associates, while the other member and his/her assistant are elected from among students.

The members of the Committee are appointed for a period of two academic years.

In case a Committee member’s term ends in the middle of a disciplinary procedure, the procedure will be concluded by the same group of people.

If during the disciplinary procedure there is a substitute for one of the members of the Committee, the work will be taken over by the assistant of the absent member. The assistant will be informed about all actions taken in the course of the procedure.

The administrative part of the work of the Committee is done by the Committee Administrator who is selected by the Dean of ZSEM among the employees of ZSEM.

In the first and the second stage (due to an appeal) of the disciplinary procedure the ruling is made by the Disciplinary Committee of ZSEM.

7. DISCIPLINARY PROCEDURE

Article 11

The motion for the disciplinary procedure initiation can be submitted to the Committee by
• the Dean or the Chairperson of the Disciplinary Committee
• the interested party

Article 12

The disciplinary procedure is initiated by the initiation ruling made by the Disciplinary Committee; the ruling is delivered to the student in person as well as to the person who requested the initiation of the procedure.

Apart from the initiation ruling of the disciplinary procedure, the Disciplinary Committee also convenes a hearing.

It is not possible to file an appeal against the procedure initiation ruling.
If there is a reasonable doubt that the student has committed a major disciplinary violation the Dean or the Secretary can temporarily seize the Grade book of the student from the day the motion was submitted.

The Grade book can be seized until the conclusion of the procedure but not longer than three months.

The student can file an appeal to the Disciplinary Committee against the seizure of the Grade book within eight days from the seizure.

The student is served the notice in person, which can be delivered at his place of residence during the studies or sent by registered mail or handed to him in person at ZSEM.

In case the student avoids the delivery or did not report the right address and it is not possible to serve him the notice due to his fault, the notice will be put on the notice board of ZSEM and after eight days it will be regarded as properly delivered.

**Article 13**

Facts about the committed violation are established through a hearing of witnesses, student, teacher and other persons who have any knowledge of the committed violation, student or damaged person, as well as considering all the evidence and reading the notice or other documents and evidence that prove the disciplinary violation was committed.

**Article 14**

The hearing begins with reading the motion for the initiation of the disciplinary procedure and the procedure initiation ruling.

After reading the allegations for disciplinary violation the student who is alleged of that disciplinary violation will be asked by the Chairperson of the Committee whether he/she admits guilty of committing the alleged disciplinary violation.

After his/her deposition, evidence will be submitted and witnesses heard in an order defined by the Chairman of the Committee.

Witnesses are not present during the deposition of the student who is in the disciplinary procedure.

Witnesses are heard on individual basis and are not present during the deposition of other witnesses.

The minutes of the course of the hearing will be dictated by the Chairman of the Committee and made by the Committee Administrator.

The Chairman of the Committee will call the student facing the disciplinary procedure and witnesses to tell the truth and warn them of the consequences of a false testimony.

The student and his/her attorney have a right to submit new evidence at any point of the procedure. The Chairman of the Committee has a right to demand the submission of evidence that were not submitted or are withheld.

After the completion of the disciplinary procedure, the Chairman of the Committee gives the floor to the person who filed the motion as well as to the student in the disciplinary procedure and his attorney.

After the completion of the disciplinary procedure and the closing speech the Disciplinary Committee makes a ruling and presents it orally to the parties in the procedure.
The written version is delivered to the student, Administration and the Dean.

The written version of the ruling contains introduction, ruling, explanation and instruction on the legal remedy.

The student and the Dean can file an appeal against the ruling to the Disciplinary Committee within fifteen days of receiving the written ruling.

The timely appeal postpones the implementation of the ruling.

The ruling of the Disciplinary Committee on the appeal is final.

The Dean is responsible for the implementation of the ruling.

All disciplinary measures and sanctions are registered in the Student Administration Office, made known to the Council of Teachers, published on the Web but the text is accessible only to students and teachers of ZSEM.

Disciplinary measures are registered in the Diploma Supplement and the measure of expulsion from the School is registered in the Grade book.

8. TRANSITIONAL AND FINAL PROVISIONS

Article 15

Issues not defined by these Regulations are dealt with in accordance with the provisions of the Penal Code of the Republic of Croatia and the Criminal Procedure Act.

The bodies of ZSEM are authorized to interpret the provisions of these Regulations and their implementation, as defined by the Statute of ZSEM.

ZSEM independently defines regulations and their violations on the basis of its academic freedom and self-governance.

Article 16

In accordance with the Article 26 of the Statute of ZSEM, the Disciplinary Procedure Regulations is brought to force by the Dean of the ZSEM and enter into the force upon the enactment and are published on the Notice board and the website of ZSEM.
# CONTENTS

1. **GENERAL PROVISIONS** 102
2. **STUDY PROGRAM, CURRICULUM** 102
   - Organisation of lectures 102
3. **TEACHING** 103
   - Lectures and seminars 103
   - Practical training and consultations 104
4. **STUDENTS, STUDY PROGRAM RULES** 104
   - Student’s status 104
   - Changing student’s status 105
   - Examination from the study 105
   - Ending the full time student status 105
5. **ENROLLMENT ON PROFESSIONAL UNDERGRADUATE STUDY PROGRAMS** 106
   - Conditions 106
   - Entrance exam 106
6. **ENROLLMENT ON SPECIALIST PROFESSIONAL GRADUATE STUDY PROGRAMS** 107
   - Conditions 107
   - Entrance exam 107
7. **TRANSFERED STUDENTS** 108
   - Acquiring the right to transfer and the procedure 108
8. **EXAMS AND GRADING** 109
   - Exams 109
   - Knowledge examination 109
   - Grading 110
   - Exam in front of Academic Program Committee 110
   - Appealing on grade 112
   - Examination register 112
9. **EXAMINATIONS** 112
1. GENERAL PROVISIONS

Article 1
These Regulations determine the rules of studying at professional undergraduate study programs and specialist professional graduate study programs.

Article 2
ZSEM is performing a professional undergraduate study program of Economics and Management in duration of 4 years (240 ECTS credits) upon which the students obtain the academic degree of Bachelor of Economics, B. A.

ZSEM is performing a professional undergraduate study program of Business Law and Economics in duration of 4 years (240 ECTS credits) upon which the students obtain the academic degree of Bachelor of appropriate field, in accordance with the Law.

ZSEM is performing a professional undergraduate study program of Business Mathematics and Economics in duration of 4 years (240 ECTS credits) upon which the students obtain the academic degree of Bachelor of appropriate field, in accordance with the Law.

Specialist professional graduate study (MBA program) in duration of 1 year (60 ECTS credits) upon which the students obtain the academic degree of a Master in Business Administration, MBA.

Specialist professional graduate study of economics (MA in economics) in duration of 2 years (120 ECTS credits) upon which the students obtain the academic degree of a Master in Economics, MBA.

2. STUDY PROGRAM, CURRICULUM

Organization of lectures

Article 3
Study programs, undergraduate and graduate are brought to force by the Faculty Board of ZSEM, at least 30 days before the beginning of lectures.

Article 4
The Curriculum defines:

a) lecturers and associates which will perform teaching according to the study program,

b) the place where the lectures are taking place,

c) the start and the end of lectures, as well as the lecture schedule,

d) teaching forms (lectures, seminars, practical training, consultations, internships, examinations and other),

e) examination methods, examination periods and examination criteria,

f) reading lists,

g) the option of lecturing in a foreign language,

h) options of long distance lecturing, and

i) other important information regarding the proper implementation of lectures.

It is mandatory to publish the Curriculum on the Notice board and the website of ZSEM before the beginning of the relevant academic year.
By way of exception, the Curriculum can be changed during the academic year for justified reasons. The change must be announced in accordance with paragraph 2 of this Article.

3. TEACHING

Article 5

For full time students, the teaching is done through lectures, seminars, labs, office hours, mentorship, individual or group consultations, internships, professional excursions, continual assessment tests, examinations, final paper.

For part time students, the teaching is done through lectures and consultations.

The teaching is organized and implemented so as to ensure an active participation of students.

Full time students are obliged to attend all forms of teaching.

Each lecturer of ZSEM is obliged to control the attendance of all forms of teaching and to keep written records of it.

A student who missed more than 25% of classes, that is, did not attend the classes for more than 4 times, has no right to take the exam. He or she shall re-enroll the course and make the additional payment for the course.

A student can miss classes only in case of illness, evidenced by legitimate medical documentation.

Regular lectures are held simultaneously for all enrolled students.

The number of students in a group for particular types of teaching, except for lectures, is between 40 and 60 students, and for practical training of foreign languages and in computer labs between 12 and 25 students.

Lectures and seminars

Article 6

Lectures are intended for students to get acquainted with the content of the subject, theoretical findings, practical solutions etc.

Work in seminars is performed so as to gain a more in-depth approach of learning the subject matter and in order to introduce the students with academic work and writing.

Full time students are obliged, when enrolling each year, to apply for mandatory seminars as well as for optional seminars as defined in the Curriculum.

The number of students in seminar groups is defined by the relevant lecturer and published on Learning Management System (in further text: LMS).

The lecturers of mandatory subjects shall publish the program of their seminar work in the beginning of the academic year, according to the changes in the contemporary development and improvement of science.

Written seminar work and the continual assessment test achievement are taken into consideration in the examination of the relevant subject.

Article 7

If, during his/her studies, a student makes one or more written works (for example
written seminar works), which are by their content and extent equal as the final written work, the Faculty Board may, at the proposal of the seminar holder, accept such written work as the final written work.

A student wanting to use the right from the previous paragraph must send a written request to the Faculty Board for an acceptance of the said procedure, respecting the formalities required for creating a final written work.

The student is obliged to attach a copy of the relevant written work to the request from the previous paragraph.

**Article 8**

It is considered that the student has been properly participating in the seminar work if he/she was present to at least three quarter of the seminar hours.

If the student does not have the required attendance, paragraphs 6 and 7 of the Article 5 apply.

**Practical training and consultations**

**Article 9**

Practical training is consisted of covering cases from the practice in order for students to directly get acquainted with the everyday functioning of management and the business of companies.

Practical training is performed in accordance with the Curriculum.

Practical training is organised by lecturers, assistants and heads of practical training.

The work done during the practical training is done in accordance by the instructions and under the supervision of the subject matter lecturer.

**Article 10**

The purpose of the consultations is to enable the clarification of more demanding parts of the subject matter to the students.

Consultations are held by lecturers and assistants.

Consultations can take place orally or via the internet.

**4. STUDENTS, STUDY PROGRAM RULES**

**Student’s status**

**Article 11**

Student can be full time, part time or host student.

Full time students are those students who study according to the study program which is based on the full teaching hours.

Part time students are those students who study and work or participate in other activities which demand a special program of study, students alongside work and top athlete students.

Host student is a student from another university that is enrolling to parts of the ZSEM study programs within the student exchange programme.
Full time students are enrolled in September of the relevant academic year, whereas part time students are enrolled by the end of October the latest unless the Faculty Board decides otherwise by a special decision.

The enrollment period is announced on the Notice board and ZSEM’s website.

Changing student’s status

Article 13

The transfer from full time to part time study is allowed if the student requesting the transfer is fulfilling the conditions for enrolling into the subsequent year of study.

A student can change its status according to the previous paragraph only once during his/her studies. A student whose status is changed from full time to part time by force of the law is exempted from this rule.

Article 14

If a student quit his/her studies, he/she can continue with its studies according to the Curriculum only if there was no more than two years from the last examination passed and if the Curriculum was not significantly changed in the meantime.

If there was more than two years from the last examination passed, or if there was less than two years, however the Curriculum has significantly changed, the student can continue with the studies only according to the current Curriculum.

Examination from the study

Article 15

A student quitting his/her studies at ZSEM is issued with a document determining the verified years of study and examinations passed. A note is entered in the Grade book regarding the quitting of the studies.

Ending the full time student status

Article 16

A full time student status ends: when the student finishes his/her studies; when the student ends his studies at ZSEM; when the student is not enrolled in the higher or the same year of studies; with the end of the last day of the enrollment period; when the longest allowed studying period passes, according to the Statute; by a final decision of expulsion as a disciplinary measure; when he/she does not pass an examination according to Article 42 paragraph 3 of the Law on higher education institutions.

A student that lost the status of a full time student may continue his/her studies as a part time student, except for the case when he/she lost his/her status.
5. ENROLLMENT ON PROFESSIONAL UNDERGRADUATE STUDY PROGRAMS

Conditions

Article 17

Secondary schools relevant for the enrollment to ZSEM are gimnasiums and other secondary schools in duration of 4 years, with the condition that the Candidate passed the State graduation test.

The professional undergraduate study programs can be enrolled by a person that has finished secondary education abroad, with the condition that the competent state body recognised the diploma as an equivalent to the diploma of a secondary school such as a gimnasium or another 4-year secondary school in the Republic of Croatia.

Enrollment to the professional undergraduate study programs is implemented on the basis of a tender for enrollment and the success of the applicant in the high school, the success of the State graduation test and the success of the entrance exam, which procedure will be defined in the decision on recognition which is issued by the Dean and are published on the Notice board.

The enrollment procedure is implemented by the Enrollment Committee named by the Dean.

On the basis of the entrance exam the Committee determines the list, and the candidates that have acquired the right to enroll.

The list from the previous paragraph of this Article shall be published on the ZSEM website by the Enrollment Committee.

Appeals by candidates are decided by the Dean who issues a final Decision on enrollment until the September 30th the latest of the relevant academic year.

Article 18

ZSEM is enrolling students in accordance with the capacity (full time and part time) defined in the decision on enrollment.

ZSEM is concluding a Study contract with the Student that has acquired the right to enroll to a study program.

ZSEM publishes a tender for enrollment of students based on the decision on enrollment.

The tender is published in the press and on the ZSEM website in up to 15 days from the deadline for enrollment.

The tender consists of the following information: the number of available places for full time and part time students, based on the decision on enrollment, the conditions of enrollment and the documents attached to the enrollment application, as well as the tuition fee amount.

An enrollment condition for undergraduate study programs which is performed in Croatian language also applies for enrollment conditions for undergraduate study programs which are performed in English language.

Entrance exam

Article 19

The selection among the applicants is done by way of the admissions procedure.
The applicant is gaining the right of enrollment according to the number of points achieved in the admissions procedure.

The number of points is determined by: the success in the high school as 25% of the points, the success of the B level of the State graduation test as: Croatian language 7% of the points, Mathematics 7% of the points and the foreign language 7% of the points, the admissions test as 40% of the points, which is conducted as a part of the admissions procedure in accordance with the Call for Applications, the interview with the applicant as 10% of the points and the essay as 4% of the points.

6. ENROLLMENT ON SPECIALIST PROFESSIONAL GRADUATE STUDY PROGRAMS

Conditions

Article 20

A person can enroll in the specialist professional graduate study programs if he/she has finished university or vocational studies in duration of 4 years and has acquired 240 ECTS credits.

Exceptionally, a person can enroll in the studies from the previous paragraph if he/she has finished a 3 year university or vocational study with the obligation to inscribe the difference in subjects (presemestar).

A person can enroll to the specialist professional graduate study of economics if he/she has finished university or vocational studies of 3 years of duration and has acquired 180 ECTS credits.

Article 21

Foreign citizens and Croatian citizens can enroll in the graduate study programs from Article 20 if they have finished the appropriate studies abroad and have acquired foreign professional studies on a higher education institution with a national or an international accreditation.

The recognition of academic qualification from other countries, the recognition of the studies undertaken or ECTS credits achieved at a foreign higher education institution is done by the Specialist Graduate Programme Academic Commission.

The procedure is initiated on the personal request, and the decision on recognition is issued by the Dean.

Foreign citizens are enrolled to the study programs under conditions equal to the conditions for Croatian citizens, except regarding the obligation to submit a proof of English language knowledge via a TOEFL certificate.

Entrance exam

Article 22

Enrollment on specialist professional graduate study programs is implemented based on a tender for enrollment and the success of the applicant on the entrance exam.

The success on the entrance exam is determined by:
• The success in the undergraduate study as 30%,
• Interview with the applicant as 30%,
• Two recommendations on academic or professional development as 25%,
• Motivation letter as 15%

The Enrollment Committee determines the list of candidates which is to be published on the website of ZSEM.

Article 23

Enrollment on the specialist professional graduate study of economics is implemented based on a tender for enrollment and the success of the applicant on the entrance exam.

The success on the entrance exam is determined by:
• The success in the undergraduate study as 50%,
• Two recommendations on academic or professional development as 30%,
• Motivation letter as 20%

The Enrollment Committee determines the list of candidates which is to be published on the website of ZSEM.

7. TRANSFERED STUDENTS

Acquiring the right to transfer and the procedure

Article 24

A student transferring from another higher education institution that wishes to continue his/her studies at ZSEM is enrolled to the study year for which he/she has fulfilled conditions according to the Curriculum of professional undergraduate study programs (ZSEM Curriculum).

Student which has graduated from some other university from Republic of Croatia and has gained 180 ECTS credits, acquires the right to enroll to the fourth year of study on professional undergraduate study programs and the already gained ECTS credits are recognised.

The decision about passing the mandatory courses on the suggestion of the Academic Commission is issued by the Dean.

The applicant must submit the following documents attached to the request for the transfer: the curriculum according to which he/she has enrolled to the first year of studies, Diploma and Diploma Supplement, and the certificate of the Secretariat that the conditions for enrollment in the appropriate year of study have been met.

Article 25

The Academic Commission, based on evidence from Article 24 paragraph 4 is by way of decision determining the study year to which the applicant is transferring, the subjects that are recognised, the subjects of difference and the subjects to be recognised as elective.

The conditions for enrollment to the study year are determined according to Article 38 of these Regulations.

The decision on the recognition of the passed examinations from another higher education institution is also determining the fee for the procedure of recognition.
The student is inscribing the subjects of difference in the Grade book before the semester of the year in which he/she is enrolling to.

The remuneration of the tuition fee for subjects is paid in such a way that the total number of ECTS credits is multiplied by a single worth of an ECTS credit for the academic year, by subject, and the obligation must be settled before the registration of examination.

The student has the right to attend the teaching in the subjects of difference, irrespective of the year of study in which he/she is enrolled into, the right to book and textbooks in the subjects of difference and the right to access the LMS.

**Article 26**

Subjects that the student passed on his/her previous higher education institution which are not similar or the same as the subjects of the ZSEM Curriculum can be recognised as elective subjects if the student requests so.

8. **EXAMS AND GRADING**

**Exams**

**Article 27**

The examinations are conducted in each subject separately.

The examination is registered via the Studomat by 3 working days before the examination at the latest.

An examination can be unregistered by 1 working day before the examination at the latest, via the Studomat.

An examination conducted in front of the Academic Program Committee cannot be unregistered.

During written and oral examinations a student is obliged to have the Grade book for the purpose of identification.

A teacher can approve the access to written examination to a student that possesses another public identification document (such as an ID, passport, driver’s licence).

A student has the right to take an examination earlier if he/she has a justified reason. The Dean decides within 3 days upon the written request of the student. The student can appeal to the Faculty Board against the Dean’s decision within 24 hours from the receipt of the Dean’s written decision.

**Knowledge examination**

**Article 28**

A student’s knowledge is examined and graded during the academic year (mid-term examinations), and the final grade is determined at the final examination and entered in the Grade book.

An examination is a review of the entire knowledge in a subject. Examinations are conducted in all the subjects the student is enrolled into according to the Curriculum.

Examinations are generally public.

A person with legal interest has the right of insight to the examinations. The insight is approved by the Dean.
Grading

Article 29
The success of the student on examinations and other forms of testing his/her knowledge is expressed with grades: 5 - excellent, 4 - very good, 3 - good, 2 - sufficient, 1 - fail.
Grading numbering system is comparable with the ECTS grade system:
A - Excellent with minor mistakes
B - Successful with several mistakes
C - Successful with several major mistakes
D - Successful with major flaws
E - Satisfies the minimum criteria
FX - Additional work is necessary for a pass
F - More additional work is necessary.
Passing grades A, B, C, D and E or numbering equivalents are entered in the Register, or another relevant document: A represents an equivalent to numerical grade 5, B represents an equivalent to numerical grade 4, C represents an equivalent to numerical grade 3, D and E represent an equivalent to numerical grade 2, F and FX represents an equivalent to numerical grade 1.

Article 30
Examinations are individual and group, and they may consist of only the theoretical part or of a theoretical and a practical part.
Theoretical examination and theoretical parts of practical examinations are conducted in writing or in writing and orally.
Written examinations and written parts of written and oral examinations are conducted by the subject teacher or the Academic Program Committee. The part of the examination that is not conducted in writing is conducted by the subject teacher, and if the subject is interdisciplinary or the examination is formed as a group, it is conducted by a group of teachers.
The practical part of the examination can be conducted separately from the theoretical part.
The examination subject matter is determined by the Curriculum or the syllabus of the subject, as well as the manner, procedure and the duration of the examination.
The time and place of the examination is determined by the teacher in front of the examination is conducted.
If the examination is done in writing and orally, the oral part of the examination must be conducted within 8 days the latest from the written examination. In justified cases, and in accord with the student, this period may be longer.
The grade must be entered in the Grade book by the teacher within 8 days in case of a written examination, and in the case of an oral examination immediately after the examination or within 3 days the latest from the examination.

Exam in front of Academic Program Committee

Article 31
Student didn’t pass the exam if he/she:
• Did not show a satisfactory level of knowledge,
• Quit an initiated examination or self-intiatively leaves the examination premises,
• Does not take the oral examination after the written part,
• Does not withdraw the examination application in good time,
• Behaves inappropriately, disturbs others or uses forbidden aids and is asked to leave the examination,
• Does not accept the grade.

Article 32
Examinations which are held in front of the Academic Program Committee for the fourth time are accompanied by minutes.

Examination minutes must contain the information on the student, the subject, the grade and other information relevant for the examination.

Student’s grade is entered in the examination application, and a pass grade is entered in the Grade book.

If the success information in the examination minutes, the Grade book and the examination application differ, the relevant grade is the one entered and signed into the minutes or examination application, unless proven otherwise.

Non passing grade is insufficient (1). Non passing grade is given to the student that quits the examination in progress or declines the offered grade in accordance with the deadline in paragraph 8 of Article 30.

Article 33
One examination can be taken up to 4 times.

The fourth examination is conducted in front of the Academic Program Committee.

A student that failed the examination 2 consecutive times with the same teacher has the right to take the examination in front of another teacher of the same subject. If there is no other teacher in the same subject, the student is to take the examination in front of a teacher in a related subject.

The Committee for the fourth examination is appointed by the Dean among teachers holding a teaching or a research and teaching appointment.

The Committee from the previous paragraph is consisted of a president and two members. The president is appointed among the teachers teaching the relevant subject. If the examination is conducted in writing and orally, the Committee is assessing the written part of the examination and the oral part of the examination.

If the examination is conducted only orally, it is assessed by the Committee.

The Committee is deciding by majority voting.

The decision of the Committee is final.

A student that failed the fourth time in taking the examination in the same subject must inscribe that subject again in the following academic year.

If a student fails to pass the examination in the reinscribed subject in the manner described in this Article, he/she loses the right to study at ZSEM.

A special note shall be entered in the Grade book of the student that has failed to pass
the same subject for the fourth time regarding that fact.

Appealing on grade

Article 34

A student dissatisfied with the grade obtained at the examination may in 24 hours after being informed about the grade submit a written request for a repetition of the examination in front of the Academic Program Committee.

A request for the repetition of the examination is submitted to the Dean.

If the Dean determines that the request is timely, he shall appoint the Academic Program Committee.

The Dean shall determine the repetition time, and the examination must be repeated within 3 days of the day of submitting the requests.

The repeated examination before the Committee is public.

The Committee is deciding by majority voting.

The decision of the Committee on the examination is final.

Article 35

A final year student that failed the fourth time in taking the examination in the same subject must inscribe that subject again with additional costs.

If a final year student, after the repeated enrollment of subjects, fails to pass examinations in the way described in this Article, he/she loses the right to study at ZSEM.

Examination register

Article 36

Teachers are taking the register of the examination success.

The teacher is composing a list of students having registered the examination via the Studomat for each examination.

After the examination, the registration forms are filled with the grade and date of the examination. If there was an oral examination, questions are written on the back of the registration form.

Registration forms and the register are returned to the Student Administration Office within 8 days the latest.

The register is regulated by special Regulations.

9. EXAMINATIONS

Article 37

Examination periods are regular and exceptional.

Regular examination periods are the winter, the summer and the fall periods.

A regular examination period lasts for at least 4 weeks.

Regular examination periods must be published by the start of each academic year by the teacher, and by July 30th the latest.
Exceptional examination periods are determined by the Curriculum.

The examination schedule is published at the beginning of the academic year on the Notice board. It also determines the dates for the registration of examinations via the Studomat.

A registration of examination is nullified to a student who has duly unregistered the examination.

10. ENROLLMENT IN SUBSEQUENT STUDY YEARS

Conditions

Article 38

A student gains the right of enrollment in the subsequent study year if he/she has fulfilled all the determined obligations and passed all the examinations according to the order of examinations by the end of the enrollment period, and according to the Curriculum, Statute and these Regulations.

A student that did not gain the right to enroll into the subsequent study year may repeat the same study year, maximum two times.

Students are obliged to regulate their enrollment in the subsequent year, partial enrollment or repetition of the same study year within the period determined by the academic calendar. Additionally to the enrollment, the following documents are attached: Annex to the Study Contract for the academic conditions and the Annex to the Study Contract for the financial conditions.

In the event of a partial enrollment, the student can, upon a special request, be granted the change of status into the enrollment of a “clear” study year by the end of the winter semester if the student has acquired 36 ECTS credits.

In the event of a change of status, such change must be noted in the Contract Annexes, the Grade book and the enrollment documentation of the Student Administration Office.

In concluding the Study Contract or Annexes to the Study Contract, the Dean may, by way of an individual decision exceptionally grant a partial or a full fee waiver.

Enrollment

Article 39

Students that by the beginning of the new academic year acquire at least 36 ECTS credits (out of 60 in totals) may enroll into the subsequent study year with the obligation to pass the examinations from the subsequent year after they pass the examinations from the previous study years.

Students that gained less than 36 ECTS credits, but not less than 18 ECTS credits have the right of a partial enrollment; however they can only enroll the proportionate number of subjects from the subsequent year, so that the complete sum of enrolled ECTS credits from the previous and the subsequent year of study amounts to 60 ECTS credits.
Students that gained less than 18 ECTS credits are enrolling the repetition of the previous study year.

When taking examinations, student must take account of the order of taking examinations determined by the syllabus of each subject.

The quiescence of student obligations

Article 40
The obligations of a full time student are suspended during the military service, pregnancy and until one year of the child, longer sickness, and other justified cases upon which the Dean is deciding based on the evidence provided.

The time of quiescence is not calculated in the duration of studies.

11. MOBILITY

Article 41
Student mobility concerns study periods on a domestic or a foreign higher education institution with which ZSEM has an institutional agreement.

Students taking part in the mobility are students from the professional undergraduate study programs and specialist professional graduate study programs.

The conditions, rights and obligations of students taking part in the mobility are regulated by special Regulations.

Article 42
ZSEM outgoing students going to an institution with which ZSEM has an institutional agreement, is obliged to fulfill all the academic and financial conditions of the current and future academic year before leaving.

The student is choosing the subjects on another institution according to the possibility of their partial or full recognition as those at ZSEM, which is determined by the Learning Agreement.

Article 43
During the mobility period, the obligations concerning the lectures at ZSEM of a full time student are quiescent.

During the mobility period, the student does not have the X Card rights.

The deadline for the defence of the undergraduate/graduate thesis can be prolonged depending on the mobility, which is regulated by special Regulations.

Article 44
Upon the return from the mobility, the student has the right to take part in the Summer School without payment, within which he/she can take lectures and examinations of the subjects pertaining to the semester/year of the mobility.

12. INTERNSHIP

Article 45
Internship is obligatory course on professional undergraduate study programs for full time students and lasts 4 weeks (160 hours), normally during the summer vacations.
Especially, Academic Commission of professional undergraduate study programs can approve internship during the academic year.

Internship is done with domestic or foreign companies.

The conditions, rights and obligations of students doing the internship are regulated by an Undergraduate Student’s Internship Regulations.

13. **FINAL YEAR STUDENT STATUS**

   **Article 46**

The student retains the right of a full time student for the time of the prescribed duration of studies, increased by a third of the determined time of studies, or until the end of the academic year in which that deadline is passing.

14. **PEER TUTORS**

   **Article 47**

In order to help the faculty and associates in conducting the teaching in specific subjects, the Dean is appointing peer tutors upon the proposal of the teacher.

Peer tutors are students that stand out in their studies and pass examinations regularly, and are showing a great interest in the subject in which they are recommended for peer tutors, and they are among the 10% of the most successful students of ZSEM.

The teacher is determining the peer tutor’s obligations and is supervising him/her in their work with the students.

A peer tutor is obliged to follow all the ZSEM rules on the conduct of teaching.

The individual teacher is writing individual reports on the peer tutor’s work.

The peer tutor has a right to a remuneration which is paid via the Student Centre contract.

If the teacher is not satisfied with the peer tutor’s work, he/she will inform the Head of the Department of that consideration.

The Head of the Department shall request from the Dean to dissolve the peer tutor whose work is not satisfying.

15. **DEAN’S LIST**

   **Article 48**

The successful students of ZSEM are awarded an honour of the Dean’s list for mastering the Curriculum in the current academic year. The Dean’s list is a written acknowledgment handed in to the students on the ceremony at the beginning of the academic year, and published on the ZSEM website.

The conditions for the award of the Dean’s list are:

1. That the student is mastering the studies without repeating the enrollment, and is regularly enrolling in the subsequent year’s of study (60 ECTS credits)
2. That the student has achieved a grade point average of at least 4,5
3. That the result is achieved in the period of the beginning of the current academic year until the end of the summer examination period
4. That the student is of an exemplary behavior, and that no unconditional disciplinary measure was issued to him/her.

Students of the third and the fourth years of study that have received the Dean’s list in the previous two study years, and whose total grade point average is at least 4,5, can upon personal request addressed to the Dean, gain the right to inscribe professional elective subjects over the upper limit determined by the Curriculum without paying a fee. They can inscribe a maximum of two additional professional elective subjects with the recommendation of the Head of the Department teaching those subjects. The request, together with the recommendation, is handed into the Student Administration Office.

16. SPOT PROGRAM

Article 49

Mentoring program for students – SPOT (students helping, orienting, training) is a program intended for the students in their first year, who are given a student mentor from a higher study year whose task is to help the “freshmen” to successfully study at ZSEM.

A mentor is a successful student of a higher year of study with the grade point average in the previous year of at least 3,5 and that has been recommended by a member of the faculty.

The SPOT program concourse is initiated by the Heads of Study years for each academic year.

One mentor can be appointed up to 4 or 5 “freshmen”.

17. FINISHING OF THE STUDY PROGRAMS

Article 50

Professional undergraduate study programs finish upon the passing of all examinations, making of the undergraduate thesis and an oral presentation before an examination board.

Specialist professional graduate study programs finish upon the passing of all examinations, making of the graduate thesis and an oral presentation before an examination board.

Undergraduate and graduate thesis, the registration, the choice of a topic, the composition of the examination board and the oral presentation are regulated by special Regulations.

Article 51

Persons that have finished the professional undergraduate study program of Economics and Management in duration of 4 years (240 ECTS credits), and they have enrolled in their first year of study in the academic year of 2004/2005 or before are gaining the title of Bachelor of Economics (B. A).

The professional title Bachelor of Economics according to the legal provisions in force represents the equivalent of the professional title Master in Business Administration, MBA, and a certificate is given to the persons from paragraph 1 of this Article with the purpose of the right to use the professional title according to the Article 14 paragraph 3, subparagraph 4 of the Law on academic and
professional titles and academic level (NN 107/07, 118/12).

Persons that have finished the professional undergraduate study program of Economics and Management in duration of 4 years (240 ECTS credits), and they have enrolled in their first year of study in the academic year of 2005/2006 or after are gaining the title of Bachelor of Economics (B. A).

Persons that have finished the professional undergraduate study program of Business Law and Economics in duration of 4 years (240 ECTS credits) gain the professional title of Bachelor of appropriate field, in accordance with the Law.

Persons that have finished the professional undergraduate study program of Business Mathematics and Economics in duration of 4 years (240 ECTS credits) gain the professional title of Bachelor of appropriate field, in accordance with the Law.

Persons that have finished the specialist professional graduate study program in duration of 1 year (60 ECTS credits) gain the professional title of Master in Business Administration (MBA).

Persons that have finished the specialist professional graduate study in economics in duration of 2 years (120 ECTS credits) gain the title of Master of Arts in Economics (MBA).

**Article 52**

There is a special registrar kept as regards the alumni, the alumni register.

The alumni register is kept in the Student Administration Office.

18. **TRANSITIONAL AND FINAL PROVISIONS**

**Article 53**

If these Regulations do not completely regulate all the rules of the studies, the Dean, the Faculty Board and the Board of Trustees of ZSEM, based on the Statute, are entitled to, within the limits of the law and other by-laws, to independently determine legal rules and give interpretation for the application and implementation of these Regulations.

**Article 54**

These Regulations enter into force by the Dean of ZSEM and are published on the Notice board and the website of ZSEM.
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HANDBOOK APPENDIX VII

ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

ZAGREB, JORDANOVAC 110

UNDERGRADUATE STUDENTS’ INTERNSHIP REGULATIONS
# Content

1. **General Provisions**  
2. **Students’ Obligations**  
3. **Final Provisions**
1. GENERAL PROVISIONS

Article 1
Internship is part of the educational process at the undergraduate study programs at Zagreb School of Economics and Management. An undergraduate student is referred for internship in order to obtain, understand and learn how to implement necessary knowledge and professional skills needed to achieve concrete tasks, to understand the methods and strategies of teaching which are applied in practice and methods of evaluating internship and work-related achievements. The skills and practical knowledge which have been internalized are in accordance with the planned competences, taking into account the level and demands within a given area.

Article 2
Internships can be carried out in Croatia and/or abroad at one or more legal entities or institutions, whose activities are compatible with the study program.

Article 3
It is necessary to carry out two internships, during undergraduate study program, lasting for at least one month or 160 working hours per one internship. The internship is not considered part of one’s workload, and can be carried out in instalments.

Article 4
Head of the Internship Program and the Coordinator of the Internship Program are responsible for planning and organization of internships.

Article 5
Head of the Internship Program and the Coordinator of the Internship Program are appointed by the Dean of Zagreb School of Economics and Management.

Article 6
Duties of the Coordinator of the Internship Program are the following:
- Making of lists of legal entities and institutions at which the internships are carried out, and delivering the lists to the Head of the Internship Program,
- Making of annual reports of the internships which have been carried out, on basis of the documents of the Head of the Internship Program,
- Keeping of records on the internships which have been carried out.

Article 7
Head of the Internship Program approves and evaluates whether an internship has been carried out successfully, and makes a note in the student’s Grade book confirming that.

Article 8
It is possible to carry out an internship in one of the following ways:
- At ZSEM (as a peer tutor or doing auxiliary work at ZSEM’s administration). PROOF: copy of a contract concluded with the Student Centre.
- Help of Career Centre in finding internships abroad (at companies or partner universities). PROOF: Confirmation/recommendation by the company or the
• Occasional jobs at companies in Croatia, proven with a copy of a contract concluded with the Student Centre or with a confirmation by the company if the internship was based on a direct contract.

• Summer schools abroad — undertaking a summer semester at universities and business schools outside Croatia. PROOF: confirmation of attendance provided by the business school or the university.

2. STUDENTS’ OBLIGATIONS

Article 9
A student is under a duty to respect working and security measures set by the legal entity and the institution at which an internship is carried out.

Article 10
Other expenses, such as travel expenses, insurances and other fees, which are connected with the internship, are not covered by ZSEM.

Any potential award for the student is solely a matter of the legal entity or the institution at which the internship is carried out.

3. FINAL PROVISIONS

Article 11
In accordance with the Article 26 of the Statute of ZSEM, the Undergraduate Students’ Internship Regulations is brought to force by the Dean of ZSEM and are published on the Notice board and the website of ZSEM.
# CONTENT

1. GENERAL PROVISIONS 125  
2. THESIS TOPIC SELECTION 125  
3. MENTOR SELECTION 126  
4. THESIS FORMAT AND SCOPE 126  
5. DEADLINES 126  
6. THESIS EVALUATION 127  

Appendix 1 129
1. **GENERAL PROVISIONS**

   **Article 1**
   These Regulations determine the manner of registration, writing, and evaluation of the undergraduate thesis at the Zagreb School of Economics and Management (hereinafter: ZSEM).

   **Article 2**
   In order to obtain the appropriate professional title, in addition to passing exams and fulfilling other obligations, a student must register for, write, and successfully defend an undergraduate thesis in front of the thesis Committee, in accordance with the regulations outlined in the Study Programme Rules and Regulations and these Regulations.

   **Article 3**
   The undergraduate thesis represents a student’s original independent work, the purpose of which is to confirm the student’s abilities and independence in conducting a study in the field, through use of literature, empirical studies, knowledge and experience of experts and professionals, as well as any other sources needed to complete the thesis. The undergraduate thesis serves as proof that the student is able to integrate the knowledge gained, through the application of this knowledge and the appropriate methods.

   **Article 4**
   A student who, during the course of his/her studies, writes an exceptionally successful term paper, which fulfills the goals of the study program, may be exempt from having to write the undergraduate thesis. In such a case, following the suggestion from the course lecturer (mentor), the Dean appoints a Committee; term paper needs to be defended in the same manner as a regular undergraduate thesis.

2. **THESIS TOPIC SELECTION**

   **Article 5**
   The student must formally register the topic of his/her undergraduate thesis by the 1st (first) of June of the current academic year. Should the said deadline pass, the student can register for the undergraduate thesis, but will have to pay the additional costs of submitting the undergraduate thesis.

   Students that took part in student exchange can receive an extension of the deadline defined by paragraph 1 of this article pursuant to the time they spent on exchange.

   The student is allowed to change the topic of the undergraduate thesis once.

   Under the guidance of the mentor, a student may choose the topic of his/her undergraduate thesis and begin writing it even before the said formal deadline.

   **Article 6**
   Undergraduate thesis topics may be chosen from within any of the courses that are part of the study program, in the area that fulfills the goals of the program.

   The topic of the thesis is assigned and defined by the course lecturer (hereinafter: mentor) of the course in which the student has chosen to write his/her thesis.
The mentor may assign the topic in cooperation with the student, or accept the student’s proposed topic.

**Article 7**

The application for the approval of the undergraduate thesis topic should be filed, using the appropriate form, with the Student Administration Office, which determines whether the student has fulfilled all the requirements for registering the undergraduate thesis topic.

**Article 8**

The choice of topics for the undergraduate thesis is listed on the ZSEM web page by the course lecturers.

### 3. MENTOR SELECTION

**Article 9**

The student may choose as a mentor any member of ZSEM faculty, teaching any of the courses of the curriculum.

A foreign lecturer teaching at ZSEM may also be chosen as a mentor.

**Article 10**

A single faculty member may take on at the maximum ten students to guide them through the undergraduate thesis per year.

The mentor must lead and guide the student through the process of writing the undergraduate thesis. The mentor must conduct a number of consultation hours with each candidate. The number of consultation hours is determined each academic year by the Dean.

### 4. THESIS FORMAT AND SCOPE

**Article 11**

The undergraduate thesis must be typed on a computer, printed out using A4 paper format, with 12-size Times New Roman font, and 1.5 spacing. The minimum length should not be less than thirty pages. The title page, table of contents, references and the academic integrity statement are not counted in the minimum number of pages.

The undergraduate thesis is to be written and defended in Standard Croatian language. The title, abstract, and keywords are also translated into English.

The undergraduate thesis can be, upon student’s request and with the permission of the mentor, written and defended in English.

All the members of the thesis defence Committee must speak the language in which the undergraduate thesis is defended.

The Dean makes the final decision on the request to write and defend the undergraduate thesis in English.

The undergraduate thesis must be spiral-bound and printed in five identical copies – three to be handed out to the Committee members, one for the student, and one for the School archive.

In addition to the hard copies, the student must also submit a digital copy of the undergraduate thesis on a CD in a PDF format.

### 5. DEADLINES

**Article 12**

The deadline for the completion, submission, and defence of the undergraduate thesis, i.e. the deadline within which the student must graduate, is the final date of student academic rights. If the student does not defend his/
her undergraduate thesis in the prescribed period, the student will bear additional costs of their undergraduate thesis defence.

The deadline for the defence is a minimum of 15 days from the day when the student submitted the Grade book for verification in Student Administration Office.

The additional costs of submitting the undergraduate thesis are calculated according to the following formula: (Number of ECTS points carried by the undergraduate thesis) x (The value of one ECTS point in the current academic year) x 0.5 (50% of the total amount).

The additional costs of thesis defence are calculated according to the following formula: (Number of ECTS points carried by the undergraduate thesis) x (The value of one ECTS point in the current academic year) x 1 (the full amount).

6. THESIS EVALUATION

   Article 13

Only a student who has fulfilled all his/her academic obligations: passed all the required exams/courses, fulfilled his/her obligations toward the Juraj Habdelić Library, submitted a resume to the Student Administration Office, and fulfilled all of his/her financial obligations toward ZSEM: tuition, the costs of his/her undergraduate thesis defence and any additional costs of applying and/or defending the undergraduate thesis in the case of missed deadlines defined by Article 12 can defend his/her undergraduate thesis.

   Article 15

Before the defence begins, the mentor must report to the Committee if the conditions to defend the undergraduate thesis have been fulfilled.

   Article 16

The undergraduate thesis is defended orally and it lasts a maximum of half the school hour.

The undergraduate thesis defence is public. The location and time of the defence is announced on the ZSEM Notice board.

Every member of the defence Committee must ask at least one question relating to the topic covered by the undergraduate thesis.

   Article 17

Prior to the oral defence, the student must obtain his/her mentor’s signature on the hard copy of the thesis, which represents the mentor’s confirmation that the written thesis fulfills the criteria for a passing grade.

The final grade assigned to the undergraduate thesis represents the mean of the grade given for the written thesis and the grade of the defence given by each member of the Committee. The Committee must communicate the grade to the student.

Should the oral defence be evaluated with a failing grade, the student must begin the process of topic and mentor selection, and writing of the thesis over again, as well as pay the fee.

The student is only allowed to repeat the process of drafting a new undergraduate thesis once.

   Article 18

Plagiarizing the undergraduate thesis constitutes a major infraction of the disciplinary
rules of ZSEM, according to the Disciplinary Procedure Regulations.

By signing the academic integrity statement, a student guarantees: that he or she is the author of the undergraduate thesis, that all sources used, published as well as unpublished, have been appropriately quoted, paraphrased and referenced at the end of the thesis, that the thesis does not contain parts of other thesis submitted at Zagreb School of Economics and Management or other institutions for the purpose of completing one’s studies, that the electronic version of the undergraduate thesis is identical to the printed version, that this is the version of the thesis approved by the mentor, and that he or she is familiar with the provisions of the Code of Conduct of Zagreb School of Economics and Management. The academic integrity statement is attached as the last page in the thesis and has to appear in the PDF version as well.

The academic integrity statement is found in the Appendix 1 and is an integral part of these Regulations.

**Article 19**

Within three days of the completion of the undergraduate thesis defence, the student shall enter the data related to the undergraduate thesis, and the thesis itself, in the institutional repository. Validation of the entry is performed by an administrative official of ZSEM.

**Article 20**

These Regulations will enter into force on the date of their adoption and are published on the Notice board and the website of ZSEM.
APPENDIX 1.

Academic Integrity Statement

Name and surname of the student:.........................................................................................................................................................

Student identification number:......................................................................................................................................................................

Title of the undergraduate thesis:.............................................................................................................................................................
........................................................................................................................................................................................................
........................................................................................................................................................................................................
........................................................................................................................................................................................................
........................................................................................................................................................................................................

I guarantee with my signature that:

• I am the only author of this undergraduate thesis.
• All sources used, published as well as unpublished, have been appropriately quoted, paraphrased and referenced at the end of the thesis.
• The thesis does not contain parts of other thesis submitted at Zagreb School of Economics and Management or other institutions for the purpose of completing one’s studies.
• The electronic version of the undergraduate thesis is identical to the printed version, that this is the version of the thesis approved by the mentor.
• I am familiar with the provisions of the Code of Conduct of Zagreb School of Economics and Management.

Student’s signature:

_________________________________________________________________________________________
1. GENERAL PROVISIONS 133
2. SELECTION AND SUBMISSION OF THE GRADUATE THESIS TOPIC 133
   Exchange program 133
   General MBA program 134
   Elective courses 134
   Replacement courses 135
3. MENTORING 137
4. DEADLINES 138
5. DEFENCE AND EVALUATION OF THE GRADUATE THESIS 139
6. FORMAT, LENGTH AND STRUCTURE OF THE GRADUATE THESIS 141
   Title page 142
   Graduate thesis length 143
   Formatting 143
   Graduate thesis structure 143
   Text organization 144
   Documenting sources 145
7. TRANSITIONAL AND FINAL PROVISIONS 147
8. APPENDICES 148
   APPENDIX A 148
   APPENDIX B 150
   APPENDIX C 152
   APPENDIX D 153
1. GENERAL PROVISIONS

Article 1
These Regulations prescribe how to apply for, write and evaluate a graduate thesis of Graduate MBA program and Graduate program in Economics (in further text graduate thesis) at Zagreb School of Economics and Management (in further text ZSEM).

Article 2
In order to earn the appropriate qualifications title, apart from completing all of the exams and fulfilling other obligations, a student must apply for and write a graduate thesis and defend it with success in front of the Committee for evaluation and defense of the graduate thesis, in accordance with the Statute of ZSEM, the Study Program Rules and Regulations and these Regulations.

Article 3
A student who, during the course of his/her studies, writes an exceptionally successful research paper, which fulfils the goals of the study program, may be exempt from having to write the graduate thesis. In such a case, following the proposal by the course lecturer (mentor), the Dean appoints a Committee, which treats this research paper in the same manner as a regular graduate thesis.

Article 4
A graduate thesis is an individual effort by which a student proves that he or she has mastered the curriculum and the study program, has gained in-depth knowledge and is capable of applying it in practice and that he or she is successfully using scientific methods in research and presentation of the research results.

2. SELECTION AND SUBMISSION OF THE GRADUATE THESIS TOPIC

Article 5
A student must apply for approval of a graduate thesis topic during the last semester of the study, or at the latest four (4) months after the last lecture unless he or she:

- participated in an exchange program (see Article 6)
- is a General MBA student (see Article 7)
- is taking an elective course (see Article 8)
- has selected and was allowed to take a replacement course (see Article 9)

Article 6
EXCHANGE PROGRAM
If a student of the graduate MBA program participates in an international exchange program at one of the ZSEM’s partner universities, he or she can ask for postponement of the deadline for thesis topic submission, but only in the following situations:

In a graduate thesis, through application of knowledge and methods, a student proves his or her capability of correlating the acquired knowledge.

The purpose of a graduate thesis is also to confirm a student’s capability and independence in researching a certain profession-related topic by using: references, empirical studies, knowledge and experience of the practitioners and all the other sources needed for writing a thesis.
• if the candidate is participating in the exchange program during the first semester of the graduate MBA studies and upon return has courses to catch up, for which he or she has to wait for the spring/winter semester of the new academic year, and which he or she missed while on the exchange program, the postponement of up to four (4) months can be approved running from the end of lectures in the semester the student had to catch up.

• if the candidate is participating in the exchange program during the second semester of the graduate MBA studies and upon return has courses to catch up, for which he or she has to wait for the spring/winter semester of the new academic year, and which he or she missed while on the exchange program, the postponement of up to four (4) months can be approved running from the end of lectures in the semester the student had to catch up.

• if the candidate is participating in the exchange program after having taken both semesters of the graduate MBA studies at ZSEM, the postponement of up to four (4) months can be approved running from the return to Croatia from the exchange program.

Students participating in the exchange program six (6) or more months after the end of the last course must apply for approval of a graduate thesis topic before their departure to the exchange program.

Article 7

GENERAL MBA PROGRAM

All students enrolled in a graduate MBA program, General MBA, have the right to prolong their study to up to a maximum of twenty-four (24) months from the academic year they enrolled into the MBA program. Accordingly, General MBA students have to submit their graduate thesis topic no later than twenty-eight (28) months after the date they enrolled into the MBA program, but they can submit the topic already during the second semester of their graduate study.

Article 8

ELECTIVE COURSES

All students of the graduate MBA program have a right to choose two (2) elective courses in the academic year they enrolled into, which is included in the tuition. They can also take elective courses in the first semester of the next academic year. In the case of students choosing electives in the semester after the last lecture of the academic year they enrolled into the graduate MBA program, the deadline for the submission of the graduate thesis topic is postponed until the lectures of the elective courses have ended, or up to four (4) months after the last lecture of the elective course.

In the case of students choosing electives six (6) months after the last lecture of the academic year they enrolled into the graduate MBA program, the deadline for the submission of the graduate thesis topic is postponed up to four (4) months after the last lecture of the academic year in which they enrolled into the graduate MBA program.

Students also have the right to choose electives after the mentioned deadlines, but in that case, the courses have to be paid for based on the number of ECTS credits of the academic year during which these courses are being executed.
Article 9

REPLACEMENT COURSES

If, for some reason, a student of the graduate MBA program has not been able to take some of the mandatory courses of their specialization and it is not possible to complete it without having attended the lectures, the Graduate MBA Committee can take into the consideration and grant the request of the student to take a replacement course.

A replacement course can be approved only in the case of:
- health problems
- work obligations

A replacement course can be a mandatory or elective course of any specialization program provided that it has the same or higher number of ECTS credits as the course that the candidate wants replaced.

The Committee can grant a maximum of two (2) replacement courses to a student.

The candidate can choose only those replacement courses which do not overlap with the lectures of his or her mandatory courses.

A student wishing to take a replacement course has to send a request by e-mail to the Graduate MBA Committee at povjerenstvo@zsem.hr. The request has to be sent no later than seven (7) days after the last lecture of the course the student has not taken and wishes to have it replaced.

The request has to contain the reason for the replacement, the correct title and ECTS credits of the course being replaced and the correct title and ECTS credits of the replacement course. Also, in the attachment to the request there has to be a proof relating to the above-mentioned situations when replacement is granted.

If the request does not contain all the necessary elements, it shall not be taken into consideration by the Graduate MBA Committee.

If students are taking a replacement course within six (6) months after having taken all other mandatory courses of their specialization program, the deadline for the submission of the graduate thesis topic is postponed up to four (4) months after the last lecture of the replacement course.

If students are taking a replacement course six (6) months after the last lecture, the deadline for the submission of the graduate thesis topic is postponed up to four (4) months after the end of the academic year they are enrolled in.

Article 10

A student can change the topic once by submitting a request to the Graduate MBA Committee, up to ninety (90) days from the date the first topic was submitted.

If agreed so with a mentor, a student can choose a topic and start writing a graduate thesis before the officially determined deadlines.

If the topic of the graduate thesis pertains to the scope of activity of ZSEM, the student must ask for permission from the Dean to use the necessary data.

Article 11

Topics of graduate thesis are chosen from the list of suggested courses within the MBA studies, and in the field which fulfills to the largest extent the aims of the studies.
The obligation of each professor teaching within the MBA studies is to single out at least ten (10) topics for graduate thesis.

The topic of a graduate thesis is chosen and defined by the professor (in further text: mentor) teaching the course that a student selected.

The mentor can select the topic in cooperation with the student, i.e. accept the student’s suggestion.

**Article 12**

The application for the approval of a graduate thesis topic is written in the third person singular (e.g. This research will show... or This thesis deals with...). First person singular or plural is to be avoided.

The title of the graduate thesis has to convey the point of the thesis in a concise and precise manner.

The structure of the thesis has to be divided into at least two (2) and up to a maximum of three (3) levels.

The explanation of the thesis topic must contain all of the following elements:

(a) definition of the problem being researched,
(b) a definition of the purpose and aim of the research,
(c) an assessment of the existing research of the topic,
(d) scientific and/or research methods,
(e) a short description of the thesis content (by chapters),
(f) a list of Croatian and foreign literature that the student intends to use during the composition of the thesis.

The application of the graduate thesis topic is to be written in accordance with articles 27, 28, 29, 30 and 31 (formatting and text organization, graduate thesis structure, documenting sources).

The application has to be proofread. A proofreader is a person who completed undergraduate studies in Croatian language and literature, whose name has to be cited in the application. If the graduate thesis is written in English, then the proofreader has to be a person who completed undergraduate studies in English language and literature.


In the statement of consent, the mentor suggests the members of the Committee for evaluation and defense of the graduate thesis. The Graduate MBA Committee:

a) confirms the members of the Committee for evaluation and defense of the graduate thesis
b) suggests the changes in the composition of the above Committee
c) rejects the suggested members of the Committee

The application which does not contain the suggestion for the composition of the Committee for evaluation and defense of the graduate thesis shall not be examined by the Graduate MBA Committee.

The application for the approval of a graduate thesis topic is submitted in electronic format.
The electronic application is to be sent as one document (application + Appendix A + curriculum vitae in EU format).

The mentor shall send the application (containing under subject: application of the graduate thesis topic + name and surname of the student + MBS) by e-mail to povjerenstvo@zsem.hr.

After that, the application is examined by the Graduate MBA Committee, which then notifies the candidate on its decision and suggestions to him/her and the mentor.

By sending the application through e-mail, the mentor confirms that he or she accepts mentoring and agrees with all elements of the application.

The application which will not contain all the prescribed elements listed in this Article shall not be taken into consideration by the Graduate MBA Committee.

The deadline for the submission of the graduate thesis topic to the mentor is fourteen (14) days before the deadline for the submission of this item to the meeting of the Graduate MBA Committee in order for the mentor to read the application and suggest possible changes. If a student sends the application to the mentor after that deadline, the mentor is not obliged to send the application to povjerenstvo@zsem.hr.

The Graduate MBA Committee shall examine only those applications of the graduate thesis topics that were sent to mentors until the mentioned deadline. The application sent by the mentor to povjerenstvo@zsem.hr shall be examined at the next meeting. The Office of the MBA School shall inform about the date of the next meeting of the Graduate MBA Committee by e-mail or the MBA notice board.

**Article 13**

The choice of the topic and the application of the student-candidate for writing a graduate thesis shall be approved by the Graduate MBA Committee.

The Graduate MBA Committee shall make a decision on:

- granting the application, thus confirming the topic and the mentor
- the need to improve the application, by setting a deadline of twenty (20) days during which the student together with the mentor needs to change the application as instructed by the Graduate MBA Committee
- rejection of the application.

**3. MENTORING**

**Article 14**

One professor can mentor yearly up to ten students for whom the studies program foresees the writing of a graduate thesis. A mentor can be a professor who holds a PhD or is at least appointed as a lecturer.

Exceptionally, depending on the topic and field in which a candidate is writing a thesis, the Graduate MBA Committee can approve as a mentor a professor holding an M.Sc. or an M.A. title, who is at least appointed as a lecturer.

A mentor is obliged to guide and direct the student in writing a graduate thesis.

A foreign professor can also mentor a student in writing a graduate thesis.
4. **DEADLINES**

**Article 15**

The student shall submit the application of the graduate thesis topic within the deadline defined in the Article 5.

If the student does not submit the application of the graduate thesis topic within the mentioned deadline, which is included in the tuition fee, the application of the graduate thesis topic shall be paid additionally in the following way:

The total value of the graduate thesis in ECTS points x nominal value of a ECTS point in the tuition fee for the academic year in which the student is submitting the application of the graduate thesis topic, minus 50% of the amount.

**Article 16**

The student shall submit the graduate thesis and the grade book to the Student Administration Office for verification.

The Student Administration Office shall issue a certificate on fulfilled obligations of the student towards ZSEM, based on which the student may proceed to the graduate thesis defence.

The deadline for the submission of the Grade book to the Student Administration Office is at least 30 days before the planned defence date. The student can submit the Grade book for verification even before he or she has finished writing the graduate thesis, after having passed the last exam and having the grade entered into the Grade book.

**Article 17**

The deadline for completion, submission and defence of a graduate thesis, that is, the deadline for a student to graduate, is twelve (12) months from the official application of the graduate thesis topic.

If a student does not graduate within the defined deadline, which is included in the tuition fee, he or she shall repeat the process of application of the graduate thesis topic, which is to be paid additionally in the following way:

the total value of the graduate thesis in ECTS points x nominal value of a ECTS point in the tuition fee for the academic year in which a student is repeating the process of application of the graduate thesis topic.

After the expenses for the repeated application of the graduate thesis topic have been paid for, the Graduate MBA Committee shall examine the application and approve a new deadline of 12 months for the graduate thesis defense.

If a student does not graduate until this deadline, the process of application of the graduate thesis topic and payment of the fees shall be repeated.

The graduate thesis that was checked by the mentor shall be sent by e-mail to other members of the Committee for evaluation and defence of the graduate thesis, which has to define the date of the defence within a deadline of thirty (30) days.
5. DEFENCE AND EVALUATION OF THE GRADUATE THESIS

Article 18

A student shall submit to the Student Administration Office an updated curriculum vitae, two (2) copies of the graduate thesis as well as two (2) CDs or DVDs containing the thesis.

A student can defend a graduate thesis after having obtained the attestation from the Student Administration Office confirming that he or she has fulfilled all the obligations and paid all the expenses and upon a positive evaluation of his or her graduate thesis by the Committee for evaluation and defence of the graduate thesis.

A graduate thesis is defended before a three member Committee for evaluation and defence of the graduate thesis.

The Committee consists of the mentor and two ZSEM professors suggested by the mentor. The proposal for the composition of the Committee for evaluation and defence of the graduate thesis is confirmed by the Graduate MBA Committee. Members of the Committee for evaluation and defence of the graduate thesis have to have completed at least a graduate program, that is, an M.A., M.Sc., MBA or a PhD title.

The first member of the Committee for evaluation and defence of the graduate thesis is the President of the Committee.

The President of the Committee for evaluation and defence of the graduate thesis cannot be the mentor of the student-candidate.

Before the defence begins, the mentor must verify whether all conditions for defence of the graduate thesis have been fulfilled.

The mentor needs to set the date of the defence in agreement with the members of the Committee for evaluation and defence of the graduate thesis, and ensure the necessary technical conditions for the defence.

Article 19

The defence of the graduate thesis is made orally and lasts for at least half an hour. The student has to prepare a presentation in PowerPoint or some other presentation program to accompany the defence.

The defence of the graduate thesis is public.

The procedure of the defence is run by the President who introduces the audience to the candidate and his or her work. After that, the candidate presents the graduate thesis and results, followed by the questions from the members of the Committee and the evaluation of the graduate thesis by the Committee.

Every member of the Committee for evaluation and defence of the graduate thesis must ask at least one (1) question on the topic dealt within the thesis.

The Committee for evaluation and defence of the graduate thesis, after conferring, announces the result of the defence.

Special Minutes of the graduate thesis defence are taken (Appendix B), which are signed by the members of the Committee for evaluation and defence of the graduate the-
Article 21

The graduate thesis is evaluated on the scale from 1 to 5.

The final grade of the graduate thesis is the arithmetic mean of all six (6) individual grades given by the three (3) members of the Committee for evaluation and defence for the written part of the graduate thesis (3 grades) and the oral presentation and defence (3 grades).

The Committee for evaluation and defence of the graduate thesis must announce the grade to the student.

If during the defence the graduate thesis is evaluated negatively, the student has to repeat the procedure of the selection of a topic, a mentor and writing of a graduate thesis, which has to be paid for additionally.

It is possible to repeat the procedure of writing a graduate thesis only once.

Article 22

ZSEM holds the right to use the research results published in a graduate thesis.

Article 23

Students who have successfully defended their graduate thesis are issued a diploma in four (4) copies, two (2) in Croatian and two (2) in English as well as Diploma Supplement in Croatian and English language.

Article 24

Students with the highest final grades at the end of the graduate program shall receive an honors distinction on their diploma based on the Latin classification of honors:

- Master of Business Administration, Summa Cum Laude; (SUMMA CUM LAUDE Magistri Negotia Administrandi);
- Master of Business Administration, Magna Cum Laude; (MAGNA CUM LAUDE Magistri Negotia Administrandi);
- Master of Business Administration, Cum Laude; (CUM LAUDE Magistri Negotia Administrandi).

The criteria for honors and the number of students receiving honors shall be defined by the ZSEM taking into account grades, duration of studies and other elements.

The criteria for all three (3) honors are the following:

- that the students defended their thesis no later than four (4) months after the end of the academic year, that is, after the last lecture.
- that the Committee for evaluation and defence of the graduate thesis assessed the graduate thesis as excellent (5), with the special mention for its originality and quality (Appendix C).

The criteria for the highest honor (SUMMA CUM LAUDE Magistri Negotia Administrandi) is to have had a grade average of 5.0.

The criteria for the great honor (MAGNA CUM LAUDE Magistri Negotia Administrandi) is to have had a grade average of 4.9.

The criteria for the honor (CUM LAUDE Mag-
istri Negotia Administrandi) is to have had a grade average of 4.8.

6. FORMAT, LENGTH AND STRUCTURE OF THE GRADUATE THESIS

Article 25
A graduate thesis is written and defended in:

a) Standard Croatian language. The topic title, abstract and key words of the graduate thesis must also be written in English.

b) Standard English language. The topic title, abstract and key words of the graduate thesis must also be written in Croatian.

A graduate thesis is written in the third person singular. (For example: This research will show ... or This thesis is about...). First person singular or plural is to be avoided.

A graduate thesis has to be proofread, and the name of the proofreader has to be cited in the graduate thesis.
Article 26

Title page

The cover page of a graduate thesis should contain the following text:

At the top

ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT
ZAGREB

Name and surname of the student

THESIS TITLE

GRADUATE THESIS

Of Graduate MBA Program and Graduate Program in Economics
(please choose the one you are enrolled in)

Zagreb, year

In the middle

A line or two below in the middle

Above

ZAGREBAČKA ŠKOLA EKONOMIJE I MANAGEMENTA
ZAGREB

or

ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT
ZAGREB

Name and surname of the student

THESIS TITLE in Croatian

THESIS TITLE in English

DIPLOMSKI RAD

Specijalističkog diplomskog stručnog studija MBA programa
ili Specijalističkog diplomskog stručnog studija ekonomije
(molimo, odaberite samo jedan studij koji ste upisali)

or

GRADUATE THESIS

of Graduate MBA Program or Graduate Program in Economics

Zagreb, year

A line below

A line below

At the bottom
Article 27

Graduate thesis length

A graduate thesis, as a rule, should be not less than sixty (60) pages in length.

Title page, contents page and the list of tables, graphs, pictures and references are not counted in the number of pages of the thesis.

Article 28

Formatting

Font: Times New Roman
Font size: 12
Text alignment: justified
Paragraph indentation: 1,27 cm
Line spacing: 1,5
Paragraph spacing: 6 t

Heading system:
1. Title - CAPITAL LETTERS - bold, font 14 -18
2. Heading - CAPITAL LETTERS - font 12 - 14
3. Chapters and subchapters - lower case - bold, font 12
4. Emphasizing important parts in the text: bold
5. Text - lower case - font 12

Footnotes - lower case - italic, font 10

Original final text of the thesis is divided into chapters and subchapters. The titles of chapters and subchapters have to be short and clear, and numbered in Arabic numerals, up to a maximum of 3 levels, but not more (e.g. 1., 1.1., 1.1.1.).

Remarks, notes and explanations regarding the text are placed at the bottom of the page as footnotes: starting from number 1. Footnotes are used only for additional clarification of the basic text. They are not used as a reference to a piece of literature used.

Tables, graphs and pictures are placed within the text. Tables, graphs and pictures have to have a number, title and a source. They are numbered in continuation by Arabic numerals (separately tables, separately graphs, separately pictures). Titles of tables, graphs and pictures: above the table, graph or the picture centered. Sources for tables, graphs or pictures are cited below, centered. All tables, graphs and pictures have to be placed within the text and be explained (i.e. chapter or a subchapter cannot start or end with them).

Article 29

Graduate thesis structure

A graduate thesis in its structure contains the following important elements:

• Title
• Summary, Key Words
• Content
• Foreword (not obligatory)
• Introduction (objective and the topic of the research, existing research, research methods)
• Body of the thesis (detailed description of the problem, description of the research results, and comparison with other research results...)
• Conclusion
• A list of reference

References and quotations are cited in-text, and not in the notes.
Article 30

Text organization

The text of the thesis must be organized in the following way:

TITLE - The most important summary of the thesis which must reflect the content and the purpose of the thesis. The title must be clear and as short as possible and chosen in such a way to immediately provide the reader with the clear information on the issue dealt with.

ABSTRACT in the Croatian and English languages. The abstract must be relevant and concise (between 150 and 200 words). In the abstract, the author gives the general overview of the topic (issue and purpose of the thesis), describes working methods, results and the conclusion. The conclusions deriving from one’s own research need to be emphasized. After the abstract, key words need to be cited in Croatian and English.

CONTENT - Written after the thesis is completed. The content page must contain all chapters and pages.

FOREWORD - Shortly lists motives and reasons for the research described in the paper. In the foreword, one usually expresses gratitude to companies or individuals who enabled writing of the thesis. Also, one expresses the gratitude to the mentor, and all those who helped in writing of the thesis in any other way.

1. INTRODUCTION - The author describes the significance and the purpose of the issue dealt with. It starts from the general towards the more specific, i.e. the author in a short overview of general characteristics introduces the problem researched in the paper. In logical order, he or she defines the purpose and research objectives and explains the content and the structure of the thesis. The introduction should provide the reader with an insight into wider issue and direct the readers towards the narrow topic that the thesis deals with. Adequately defined problems and objects of the research introduce the reader with the working hypotheses, i.e. assumptions that have to be proved. Sometimes, there can be several auxiliary hypotheses. After establishing the main and auxiliary hypotheses, it is desirable to list several arguments which support the hypotheses. The Introduction can be divided into chapters in the following way:

1.1. The objective and the object of the research - Clearly defined goals, objectives, purpose and the object of the thesis research – the reasons for choosing the topic, the intentions of the author, i.e. what is to be achieved by the research. The object or the topic of the research derives from the clearly defined problem of the research and should be clearly and concisely defined.

1.2. Existing research - In this part of the thesis, the author gives a concise summary of the existing research on the topic or related research carried out by
other authors, i.e. provides an overview of the existing literature on the topic. Existing research represents the guiding principle of the research, from which the goal and the purpose of the thesis are derived.

1.3. **Research methods** - In this subchapter, the author describes the place, methods and techniques of measurement and analysis of the research results. He or she describes the method of data gathering, emphasizes the problems and the data source availability, techniques of measurement and evaluation of the data and other relevant factors needed for the research results analysis.

2. **MAIN BODY** - In this subchapter, the author describes the place, methods and techniques of measurement and analysis of the research results. He or she describes the method of data gathering, emphasizes the problems and the data source availability, techniques of measurement and evaluation of the data and other relevant factors needed for the research results analysis.

Example:

2.1. **Chapter (title)** (extensive description of the problem, theoretical elaboration, extensive description of the existing research by other authors with quotations, divided into subchapters 2.1.1., 2.1.2.,...),

2.2. **Chapter (title)** (description of a specific problem, theoretical elaboration, divided into subchapters 2.2.1., 2.2.2., 2.2.3.,...),

2.3. **Chapter** (presentation of the own research, own research results, comparison with the existing research. Divided into chapters 2.3.1.,...),

2.4. **Chapter** (discussion of the thesis and obtained results, comments, opinions, criticism, suggestions. Divided into subchapters 2.4.1.,...), This part can be presented in the Conclusion of the thesis.

3. **CONCLUSION** - Contains clearly stated scientific claims, open issues and recommendations for further research. This stems directly from the last chapter of the main body of the thesis. The conclusions stemming from the research are presented concisely and clearly. Relevant conclusions are quoted in accordance with the defined objective of the research, hypotheses and the obtained research results.

**LIST OF TABLES, GRAPHS AND PICTURES** - Each list should be added separately with pages where tables, graphs and pictures are located.

**LIST OF REFERENCES** - see Article 31.

**APPENDICES AND EXAMPLES** - Everything that does not fit in the main body due to its volume or because it would make it cumbersome; i.e. more extensive illustrations, tables, graphs, examples...

**Article 31**

**Documenting sources**

In writing the graduate thesis, one can use the Harvard System of Referencing; (more at http://libweb.anglia.ac.uk/referencing/harvard.htm). The mentor can approve another
documenting style and the student must use it consistently throughout the thesis.

References and quoted parts of texts are cited in the text in italic or in quotation marks, and not in footnotes. The surname of the author and the year of publishing should be put in parentheses, e.g. (Bombelles, 2003). In case of a quotation, it is necessary to cite the page as well (Bombelles, 2003:150). Do not use ibid, etc. Every note is listed as the first time. If there are two authors: (Bombelles i Marušić, 2004). If there are more authors, the first one is cited: (Bombelles and al., 2003). Every reference has to be fully cited in the list of references.

**LIST OF REFERENCES:** comprises all of the sources used and full information on works cited in the text. The list of references is not a numbered chapter and comes at the end (after Conclusion). References are numerated. They follow an alphabetical order, and a chronological order for works of the same author. Literature is cited according to the examples for books, journals and other sources:

**Books:** surname, name, (year), title, place of publication: name of the publisher. If there are two or three authors, surnames and initial letters of names are cited, (year), title, place of publication: name of the publisher. If there are more authors (four or more), the name of the first author is quoted followed by et al.

**Magazines:** surname of the author/editor, name, (year), “Title of the article”, title of the journal, date of publication, volume, page number. If more works by the same author have been published in the same year, the designations “a,b,c” are used alongside the year.


**Collection of works:** surname of the author of the chapter/part, name, (year), “title of the chapter/part”. In: name of the publisher or the author of the collection, title of the collection, place of publication: publisher.

**Theses and dissertations:** surname and name, (year), title of the dissertation, institution where it was defended.

**Official publications:** title of the publication/organization/institution, (year), title, place of publication: publisher.

**Article 32**

Plagiarizing the graduate thesis constitutes a major infraction of the disciplinary rules of ZSEM, according to the Disciplinary Procedure Regulations.

By signing the academic integrity statement, a student guarantees: that he or she is the author of the graduate thesis, that all sources used, published as well as unpublished, have been appropriately quoted, paraphrased and referenced at the end of the thesis, that the thesis does not contain parts of other thesis submitted at Zagreb School of Economics and Management or other institutions for the purpose of completing one’s studies, that the electronic version of the graduate thesis is identical to the printed version, that this is the version of the thesis approved by the mentor, and that he or she is familiar with the provisions of the Code of Conduct of Zagreb
School of Economics and Management. The academic integrity statement is attached as the last page in the thesis and has to appear in the PDF version as well.

The academic integrity statement is an integral part of these Regulations (Appendix D).

Article 33

Within three days of the completion of the graduate thesis defence, the student shall enter the data related to the graduate thesis, and the thesis itself, in the institutional repository.

Validation of the entry is performed by an administrative official of ZSEM.

7. TRANSITIONAL AND FINAL PROVISIONS

Article 34

The interpretation of these Regulations is within the powers of the Dean of Zagreb School of Economics and Management

Article 35

The amendments to these Regulations are made in the same way and according to the same procedure that has been foreseen for its passing.

Article 36

These Regulations enter into force by the Dean of ZSEM and are published on the MBA Notice board and the website of ZSEM.
8. **APPENDICES**

**APPENDIX A**

Mentor’s approval and the application of the graduate thesis topic - first page

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**MENTOR’S APPROVAL WITH THE APPLICATION AND RATIONALE OF THE GRADUATE THESIS TOPIC**

**NAME AND SURNAME OF MENTOR**

I confirm that I shall accept the mentoring for the candidate

**NAME AND SURNAME OF CANDIDATE**

with graduate thesis topic

Suggestion for the composition of the Committee for evaluation and defense of the graduate thesis:

1. ................................................................. (President of the Committee)
2. ................................................................. (mentor)
3. ................................................................. (member)

Zagreb, ___________________

mentor
Name and surname of candidate ....................................................................................................................
Address ............................................................................................................................................................................................
(postcode, city, street and street number)
Telephone ........................................................................................................................................................................................
E-mail address   ........................................................................................................................................................................

TO THE GRADUATE MBA COMMITTEE OF THE ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

SUBJECT: APPLICATION OF THE GRADUATE THESIS TOPIC

Study Program: (choose the appropriate Program - Graduate MBA Program or Graduate Program in Economics)

Academic year in which the student is enrolled:
Student number:
Graduate thesis topic:  ____________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Mentor: ................................................................................................................................................
Proofread:   .....................................................................................................................................

In Zagreb, ________________________________________________________________________________

Candidate

In continuation of the document, the structure of the thesis is outlined as well as the rationale for the topic accompanied by all the elements defined in Article 12 of this Regulations.

Appendix:  
• CV in the EU format
APPENDIX B

Minutes of the graduate thesis defence

| The Student __________________________ , student number ___________ ,        |
| defended on _______ ___________ , starting at _______ and finishing at _______ |
| a graduate thesis on the topic ___________________________________________ |
| in front of the Committee for evaluation and defence of the graduate thesis comprising |
| the following members:                                                      |
| 1. President of the Committee: ...................................................................... |
| 2. Mentor: ......................................................................................................... |
| 3. Member ............................................................................................................. |

Basic information on the thesis:
- Length of the graduate thesis:
- Number of tables:
- Number of pictures:
- Number of graphs:
- Number of references:
- Number of appendices:
Members of the Committee have asked the following questions:

1. ..........................................................................................................................
2. ..........................................................................................................................
3. ..........................................................................................................................

The graduate thesis was assessed by the Committee with the grade: ______________________

The defence was assessed by the Committee with the grade: ______________________

The final grade for the graduate thesis is ________________________________

In Zagreb, ________________________________

_________________________________, President of the Committee

_________________________________, Mentor

_________________________________, Member
APPENDIX C

Recommendation of the Committee for evaluation and defence of the graduate thesis for a special mention due to the originality and quality of the graduate thesis

__________________________________________________________

The Student ____________________________, student number ____________,
defended on _____ ____________, graduate thesis on the topic _____________________________

__________________________________________________________
with the final grade for the graduate thesis__________________________ .

The graduate thesis is recommended for a special mention on the basis of the following criteria:

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

In Zagreb, _______________________

__________________________________________________________

President of the Committee

__________________________________________________________

Mentor

__________________________________________________________

Member


**APPENDIX D**

Academic Integrity Statement

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**Academic Integrity Statement**

Name and surname of the student: _____________________________________

Student identification number: ________________________________________

Title of the graduate thesis: __________________________________________

I guarantee with my signature that:

- I am the only author of this graduate thesis.
- All sources used, published as well as unpublished, have been appropriately quoted, paraphrased and referenced at the end of the thesis.
- The thesis does not contain parts of other thesis submitted at Zagreb School of Economics and Management or other institutions for the purpose of completing one’s studies.
- The electronic version of the graduate thesis is identical to the printed version, that this is the version of the thesis approved by the mentor.
- I am familiar with the provisions of the Code of Conduct of Zagreb School of Economics and Management.

Student’s signature: ____________________________

HANDBOOK APPENDIX X

ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT
ZAGREB, JORDANOVAC 110

REGULATION ON THE CONDITIONS OF STUDYING FOR TOP ATHLETES
REGULATION ON THE CONDITIONS OF STUDYING FOR TOP ATHLETES

Article 1
The top athlete student is guaranteed to be provided with conditions of studying that will enable the student to compete in international sports competitions in which he/she is representing the Republic of Croatia.

Article 2
To effectuate his/her right to undertake his/her studies pursuant to these Regulations, the top athlete student must submit a written request for permission to study pursuant to the conditions of these Regulations to the Education Committee. The decision on whether to grant such permission will be made by the Dean on case-by-case basis.

Article 3
In addition to the written request, the student must submit a certificate issued by the competent sports body that clearly and undoubtedly proves that he/she is a top athlete.

The written request must specify the time period and scope/degree of the impediment due to which he/she is not able to fulfill student duties. An appropriate certificate for this impediment must also be submitted.

Article 4
The rights that can be granted to a top athlete student are as follows:

- to study as a full-time student following the conditions of the part-time study
- to be granted permission to freeze his/her student status for the academic year in which he/she was unable to fulfill more than 50% of his/her student obligations defined in the previous bullet for the duration of one academic year
- in case that the student requests permission not to attend an entire module of classes, he/she can be granted such a permission for lectures, while for labs and seminars the permission can be granted following consultation with the course instructor, who will then determine a way for the student to make up for the missed labs and seminars
- an individual test date can be organized for the top athlete student only when he/she is unable to attend the regularly-scheduled exam due to participation at an international sports competition, and provided that he/she has properly registered for the exam and informed the Student Administration Office and the course instructor (by e-mail or regular mail) of the inability to sit for the exam on the regularly-scheduled date.
The mission of ZSEM is to transfer values, knowledge, and skills that students need for long-term success in a globalized business world undergoing constant technological and market transformations.