

Predmetnik magistrskega študijskega programa Mednarodno inovativno poslovanje
Veljaven za vpis v študijsko leto 2024/25 in naprej

Št.	1. letnik	KT
	Obvezne učne enote	
1.	Mednarodna poslovna ekonomija	9
2.	Upravljanje podjetij z informacijskimi tehnologijami	9
3.	Inovativni poslovni procesi, odnosi in modeli	9
4.	Kreativno upravljanje človeških virov za konkurenčne prednosti	9
5.	Metodologija raziskovanja	9
6.	Pozitivna psihologija	6
7.	Ekonomski, okoljski in družbeni trajnostni razvoj in globalizacija	9
	2. letnik	
	Izbirna smer Mednarodno poslovanje	
1.	Mednarodni marketing	6
2.	Poslovna prognostika in strategija trajnostnega razvoja	6
3.	Organizacijsko vedenje in upravljanje sprememb	6
4.	Integrativni projekt	6
	Izbirna smer Trajnostni kadrovski menedžment	
1.	Strateško upravljanje s človeškimi viri v mednarodnem okolju	6
2.	Organizacijsko vedenje in upravljanje sprememb	6
3.	Inovativni menedžment in razvoj zaposlenih	6
4.	Integrativni projekt	6
	Izbirna smer Poslovni coaching	
1.	Coaching v delovnem okolju	6
2.	Coaching kompetence in supervizija	6
3.	Coaching psihologija v praksi: tehnike in orodja	6
4.	Integrativni projekt	6
	Vse smeri – Izbirne učne enote	
1.	Izbirni predmet 1*	6
2.	Izbirni predmet 2*	6
	Vse smeri	
1.	Magistrska naloga	24
	Skupaj KT	120

Legenda: KT – kreditne točke po določilih ECTS

*Izbirne predmete študent izbere iz skupnega nabora predmetov v magistrskih študijskih programih druge stopnje, pri čemer izbere tiste izbirne predmete, ki niso hkrati tudi obvezni predmeti programa.

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Mednarodna poslovna ekonomija
Course title:	International Business Economics

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme - 2 nd cycle International Innovative Business Management	/	1st	/

Vrsta predmeta / Course type

Obvezni/Compulsory

Univerzitetna koda predmeta / University course code:

MPE

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
20	24	0	0	0	189	9

Nosilec predmeta / Lecturer:

prof. dr. Vito Bobek

Jeziki /

Predavanja / Lectures:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Languages:

Vaje / Tutorial:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Znanje, predvideno v učnih načrtih prvostopenjskih bolonjskih programov poslovnih ali tehničnih ved.

Knowledge foreseen in the course syllabi of first-cycle programmes in business and technical sciences.

Vsebina:

1. Tekoče in predvidene strukturne spremembe mednarodnega poslovnega okolja
2. Izzivi in priložnosti globalizacije
3. Teorije internacionalizacije (tujih neposrednih investicij, transnacionalnih podjetij...)
4. Internacionalizacija poslovanja in konkurenčnost
5. Organizacija transnacionalnih podjetij
6. Kako se odzivati na globalizacijo?
7. Posebnosti poslovanja v Evropski Uniji
8. Medkulturno poslovanje

Content (Syllabus outline):

1. Current and foreseen structural changes in the international business environment
2. Challenges and opportunities of globalisation
3. Internationalisation theories (foreign direct investments, transnational corporations, etc.)
4. Internationalisation of operations and competitiveness
5. Organisation of transnational corporations
6. How to respond to globalisation?
7. Specifics of doing business in the European Union
8. Intercultural business

Temeljni literatura in viri / Readings:

- Begg, I. et al. (2008). Is Social Europe Fit for Globalisation? European Commission.
- Bhattacharya, A. (2018). Globationation isn't declining – it is transforming. Available at: https://www.ted.com/talks/arindam_bhattacharya_globalization_isn_t_declining_it_s_transforming
- Bobek, V. (2023). Prosojnice s predavanj (ppt). Maribor: Doba Fakulteta.
- European Commission (2007). Global Europe - A stronger partnership to deliver market access for European exports.
- Introduction to International Business (2022) (interno gradivo). str. 1-35
- O'Sullivan (2020). The end of globalisation (and the beginning of something new) Available at: https://www.ted.com/talks/mike_o_sullivan_the_end_of_globalization_and_the_beginning_of_something_new.
- Peng, M.W. (2011). Global Business (2nd edition). Mason, USA: South-Western Cengage Learning. Chapter 1, str. 2-84.

Cilji in kompetence:

Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence:

- sposobnost razumevanja in metodološkega analiziranja spreminjajočega se globalnega poslovnega okolja,
- sposobnost prognoziranja bodočih tendenc in odzivanja nanje z različnimi načini mednarodnega poslovanja,
- sposobnost ustvarjalnega oblikovanja načinov vstopanja na tuje trge,
- sposobnost sedanjega in bodočega pozicioniranja svojega podjetja/ustanove v globalnem okolju,
- z obvladovanjem sodobnih teorij mednarodnega poslovanja poiskati svojemu podjetju

Objectives and competences:

During the course, students develop the following general and subject-specific competencies:

- The ability to understand and methodically analyse the changing global business environment
- The ability to forecast future trends and respond to them utilising various ways of international business management
- The ability to creatively shape ways of entering foreign markets
- The ability of current and future positioning of their company/organisation in the global environment
- The mastery of contemporary theories of international business management, which results in the ability to find the most appropriate ways of

najprimernejše načine mednarodnega poslovanja v pogojih globalizacije,

- obvladati interdisciplinarna znanja potrebna za pospešeno internacionalizacijo dejavnosti v pogojih medkulturnih razlik,
- obvladanje upravljalno voditeljskih sposobnosti za načrtovanje, spreminjanje in izvajanje organizacijskih sprememb, ki jih izziva globalno okolje,
- oblikovanje globalne miselnosti,
- znanja za uspešen nastop na notranjem trgu EU,
- spoznavanje programov EU namenjene podjetjem,
- spoznavanje evropskega podpornega okolja za mala in srednja podjetja
- sposobnost analize gospodarske krize na mednarodno poslovanje.

international business management for the company under conditions of globalisation

- The mastery of interdisciplinary knowledge that is needed for a facilitated internationalisation of activity under conditions of intercultural differences
- The mastery of management and executive abilities for planning, changing, and implementing organisational changes that are triggered by the global environment
- The shaping of a global mentality
- Knowledge that is required for a successful presence in the EU internal market
- Knowledge of EU programmes for enterprises
- Familiarisation with the European support environment for small and medium-sized enterprises
- The ability to analyse the effects of the economic crisis on international business management

Predvideni študijski rezultati:

Znanje in razumevanje:
Študent/-ka bo:

- razumel-a in bil-a usposobljen-a za tekoče odzivanje na globalno okolje
- kompetenten-na na področju internacionalizacijskega poslovanja
- obvladal-a različne oblike mednarodnega investicijskega in pogodbenega nastopanja
- spoznal-a mednarodno gospodarsko okolje in poslovanje podjetij
- razumel-a principe mednarodne ekonomije in oblikovanje strategij
- sposoben-na razumevanja poslovanja modernih transnacionalnih podjetij
- obvladal-a temeljne medkulturne razlike in bil-a sposoben-na odzivati se nanje
- obvladal-a specifiko poslovanja na notranjem trgu EU
- sposoben-na kritične analize ekonomske politike EU
- sposoben analize gospodarskih gibanj na mednarodno poslovanje
- usvojil-a znanja za iskanje in uporabo informacij po podjetjih, deželah in tehnologijah

Intended learning outcomes:

Knowledge and understanding:
The student will:

- Understand and be qualified to continuously react to the global environment
- Develop competencies from the field of international operations
- Master different forms of international investment and contractual actions
- Learn about the international economic environment and company operations
- Understand the principles of international economics and the shaping of strategies
- Be able to understand the operation of modern transnational corporations
- Master the basic intercultural differences and be able to react to them
- Master the specifics of operations in the unified EU market
- Be able to critically analyse EU economic policies
- Be able to analyse the effects of economic trends on international business management
- Adopt the knowledge that is required to search for and use information according to companies, countries, and technologies

Metode poučevanja in učenja:

Learning and teaching methods:

<p>Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov)</p> <p>Sodelovalno skupinsko delo: seminarske vaje (projektno delo, timsko delo)</p> <p>Individualno delo: individualne aktivnosti (naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, javni nastop, pisni izdelki)</p> <p>Študij v virtualnem okolju: sodelovalne in individualne aktivnosti (naloge, forum, klepetalnica, študij gradiva)</p> <p>Sodelovanje gostujočega predavatelja</p> <p>Drugo: Študij primerov Opremljene metode poučevanja in učenja so pri študiju na daljavo ustrezno podprte s sodobnimi informacijsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.</p>	<p>Frontal instruction: lectures with active participation of students (explanations, discussions, case study)</p> <p>Collaborative group work: tutorial work (project work, team work)</p> <p>Individual work: individual activities (coursework, study of literature and resources, development and research work, reflections, self-evaluation, public speaking, written assignments)</p> <p>Study in the virtual environment: collaborative and individual activities (tasks, forums, chat room, literature study);</p> <p>Visiting lecturer</p> <p>Other: The teaching and learning methods that are employed in distance learning are supported by modern information and communication tools and supplemented with effective teaching and learning approaches within the virtual learning environment.</p>
--	---

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

Način (pisni izpit, ustno izpraševanje, naloge, projekt):		Type (examination, oral, coursework, project):
<u>Sprotno preverjanje in ocenjevanje znanja</u>		<u>Continuous knowledge assessment</u>
<ul style="list-style-type: none"> • krajši pisni izdelki • daljši pisni izdelki • online test 	45	<ul style="list-style-type: none"> • Shorter individual assignments • Complex written assignments • Online test
<u>Končno preverjanje in ocenjevanje znanja</u>		<u>Final knowledge assessment</u>
<ul style="list-style-type: none"> • pisni izpit • daljši pisni izdelek 	75	<ul style="list-style-type: none"> • Written exam • Complex written assignment
	25	

Reference nosilca / Lecturer's references:

- GIEGERL, David, BOBEK, Vito, HORVAT, Tatjana. Qualitative outlook on Austrian companies' revenue on the markets of "Next Eleven". *FAIMA Business & Management Journal*. sep. 2021, vol. 9, no. 3, str. 15-27, ilustr. ISSN 2344-4088. [COBISS.SI-ID [78991107](#)]
- GORDEEV, Vadim, BOBEK, Vito, HORVAT, Tatjana. How can the development of special economic zones stimulate private investments - the case of the "Lipetsk" in Russia. *The USV Annals of Economics and Public Administration*. 2021, vol. 21, iss. 1 (33), str. 50-71. ISSN 2344-3847. <http://www.annals.seap.usv.ro/index.php/annals/article/view/1294/1049>. [COBISS.SI-ID [79176963](#)]
- HINTRINGER, Tina Maria, BOBEK, Vito, MILOST, Franko, HORVAT, Tatjana. Innovation as a determinant of growth in outperforming emerging markets : an analysis of South Korea. *Sustainability*. 2021, vol. 13, issue 18, str. 1-22, ilustr. ISSN 2071-1050. <https://www.mdpi.com/2071-1050/13/18/10241>, DOI: [10.3390/su131810241](https://doi.org/10.3390/su131810241). [COBISS.SI-ID [77213187](#)]
- HORVAT, Tatjana, BENDIX, Hendrik, BOBEK, Vito, SKOKO, Hazbo. Impacts of investments in infrastructure projects on emerging markets' growth : the case of East African countries. *Ekonomski istraživanja*. 2021, vol. 34, no. 1, str. 2135-2161. ISSN 1331-677X. <https://www.tandfonline.com/doi/full/10.1080/1331677X.2020.1860799>, DOI: [10.1080/1331677X.2020.1860799](https://doi.org/10.1080/1331677X.2020.1860799). [COBISS.SI-ID [45203971](#)]
- HORVAT, Tatjana, MAYRLEITNER, Philipp, KOREZ-VIDE, Romana, BOBEK, Vito. Culture, corruption and economic development : the case of emerging economies. *Acta oeconomica*. [Online ed.]. 2021, vol. 71, issue 1, str. 99-116, ilustr. ISSN 1588-2659. <https://akjournals.com/view/journals/032/71/1/article-p99.xml>, DOI: [10.1556/032.2021.00005](https://doi.org/10.1556/032.2021.00005). [COBISS.SI-ID [58696963](#)]
- HORVAT, Tatjana, ŠART, Veronika, JUSTINEK, Gorazd, BOBEK, Vito. Analysis of the financing of local communities in Slovenia in times of economic downturn and crises. *Lex localis : revija za lokalno samoupravo*. [Tiskana izd.]. 2021, vol. 19, no. 3, str. 751-780, ilustr. ISSN 1581-5374. DOI: [10.4335/19.3.751-780\(2021\)](https://doi.org/10.4335/19.3.751-780(2021)). [COBISS.SI-ID [73190915](#)]
- HORVAT, Tatjana, TRAVNER, Urška, SKOKO, Hazbo, BOBEK, Vito. The influence of profit, revenues and debt on audit prices in large companies : insights from Slovenia. *Ekonomski istraživanja*. 2021, vol. , no. , str. 1-21, ilustr. ISSN 1848-9664. <https://www.tandfonline.com/doi/full/10.1080/1331677X.2021.1934057>, DOI: [10.1080/1331677X.2021.1934057](https://doi.org/10.1080/1331677X.2021.1934057). [COBISS.SI-ID [71249923](#)]
- HORVAT, Tatjana, VIDMAR, Marijanca, JUSTINEK, Gorazd, BOBEK, Vito. Legislative, organisational, and economic factors of debt level of municipalities in Slovenia. *Lex localis : revija za lokalno samoupravo*. [Tiskana izd.]. Oct. 2020, vol. 18, no. 4, str. 1067-1093, ilustr. ISSN 1581-5374. DOI: [10.4335/18.3.1067-1093\(2020\)](https://doi.org/10.4335/18.3.1067-1093(2020)). [COBISS.SI-ID [36331267](#)]
- KOMANI, Lindita, BOBEK, Vito, HORVAT, Tatjana. What can the EU learn from the USA in the field of innovation?. *Journal of economics and management sciences*. 2021, vol. 4, issue 1, str. 29-49. ISSN 2576-3016. <https://j.ideasspread.org/index.php/jems/article/view/819>, DOI: [10.30560/jems.v4n1p29](https://doi.org/10.30560/jems.v4n1p29). [COBISS.SI-ID [58885635](#)]
- KOMANI, Lindita, BOBEK, Vito. What can be learned from Israel by the European Union in the field of innovation?. *International journal of diplomacy and economy*. 2020, vol. 6, no. 1, str. 51-66. ISSN 2049-0887. DOI: [10.1504/IJDIPE.2020.10031851](https://doi.org/10.1504/IJDIPE.2020.10031851). [COBISS.SI-ID [27136515](#)]
- MAJCEN, Nataša, BOBEK, Vito, HORVAT, Tatjana. The implementation of structural reforms in Slovenia and readiness to the new economic and financial crisis. *The USV Annals of Economics and Public Administration*. 2020, vol. 20, iss. 1 (31), str. 26-40. ISSN 2285-3332. <http://www.annals.seap.usv.ro/index.php/annals/article/view/1232>. [COBISS.SI-ID [26947587](#)]
- MORITZ, Jellenz, BOBEK, Vito, HORVAT, Tatjana. Impact of education on sustainable economic development in emerging markets - the case of Namibia's tertiary education system and its economy. *Sustainability*. 2020, vol. 12, issue 21, str. 1-25, ilustr. ISSN 2071-

1050. <https://www.mdpi.com/2071-1050/12/21/8814>, DOI: [10.3390/su12218814](https://doi.org/10.3390/su12218814). [COBISS.SI-ID [34108419](https://www.mdpi.com/2071-1050/12/21/8814)]

- SCHRÖDER, Lisa-Marie, BOBEK, Vito, HORVAT, Tatjana. Determinants of success of businesses of female entrepreneurs in Taiwan. *Sustainability*. 2021, vol. 13, issue 9, str. 1-23, ilustr. ISSN 2071-1050. <https://www.mdpi.com/2071-1050/13/9/4842>, DOI: [10.3390/su13094842](https://doi.org/10.3390/su13094842). [COBISS.SI-ID [62234883](https://www.mdpi.com/2071-1050/13/9/4842)]
- SITTNER, Inken Carina, BOBEK, Vito, KOREZ-VIDE, Romana, JUSTINEK, Gorazd, HORVAT, Tatjana. Political consumerism in emerging markets : the case of Argentina. *International journal of globalisation and small business*. 2020, vol. 11, no. 3, str. 303-323. ISSN 1479-3059. <https://www.inderscience.com/info/ingeneral/forthcoming.php?jcode=ijgsb>, DOI: [10.1504/IJGSB.2020.10031686](https://doi.org/10.1504/IJGSB.2020.10031686). [COBISS.SI-ID [26823683](https://www.inderscience.com/info/ingeneral/forthcoming.php?jcode=ijgsb)]
- VUCKOVIĆ, Mladen, BOBEK, Vito, MAČEK, Anita, SKOKO, Hazbo, HORVAT, Tatjana. Business environment and foreign direct investments : the case of selected European emerging economies. *Ekonomski istraživanja*. 2020, vol. 33, no. 1, str. 243-266. ISSN 1331-677X. DOI: [/10.1080/1331677X.2019.1710228](https://doi.org/10.1080/1331677X.2019.1710228). [COBISS.SI-ID [13601308](https://doi.org/10.1080/1331677X.2019.1710228)]
- WANG, Lin, BOBEK, Vito, MAČEK, Anita, HORVAT, Tatjana. Potential impact of 'belt and road' initiative on trade of Euro-Mediterranean countries with China. *International journal of diplomacy and economy*. 2021, vol. 7, no. 1, str. 33-57. ISSN 2049-0887. DOI: [10.1504/IJDIPE.2021.114825](https://doi.org/10.1504/IJDIPE.2021.114825). [COBISS.SI-ID [73096451](https://doi.org/10.1504/IJDIPE.2021.114825)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 22. 6. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	EKONOMSKI, OKOLJSKI IN DRUŽBENI TRAJNOSTNI RAZVOJ IN GLOKALIZACIJA
Course title:	ECONOMIC, ENVIRONMENTAL AND SOCIAL ASPECTS OF SUSTAINABLE DEVELOPMENT AND GLOCALISATION

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme - 2 nd cycle International Innovative Business Management	/	1st	/

Vrsta predmeta / Course type

Obvezni / Compulsory

Univerzitetna koda predmeta / University course code:

EODTRG

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
20	24	0	0	0	189	9

Nosilec predmeta / Lecturer:

prof. dr. Anita Maček

Jeziki /

Predavanja / Lectures: Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Languages:

Vaje / Tutorial: Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Znanje predvideno v učnih načrtih na dodiplomskih študijskih programih z vidika interdisciplinarnega povezovanja ekonomskih, poslovnih, tehničnih in naravoslovnih ved.

Knowledge that is foreseen in course syllabi of undergraduate study programmes from the viewpoint of interdisciplinary connections between economic, business, technical and natural sciences.

Vsebina:

Kakšno vlogo imajo pametna mesta v kontekstu trajnostnega razvoja, krožnega gospodarstva in glocalizacije? Odgovore na to vprašanje boste odkrivali v enem od temeljnih predmetov prvega letnika. Ugotovili boste, da so lahko pametna mesta presečišče ekonomskega, okoljskega in družbenega trajnostnega razvoja. Kritično boste razmišljali, kako sploh opredeljujemo trajnostni razvoj ter kakšno vlogo imajo podjetja, nevladne organizacije in drugi deležniki pri trajnostnem razvoju. Spoznali boste tehnologije in primere matematičnih modelov, ki prispevajo k vzpostavitvi glocalnega ravnovesja.

- Okoljska ekonomika in politika
- Opredelitev trajnostnega razvoja
- Zelena ekonomija
- Ekonomski instrumenti za spodbujanje varovanja naravnega okolja
- Pomembnost fizike v luči merjenja in razumevanja okoljskih problemov ter razvoja trajnostnih tehnologij
- Evolucijska teorija iger kot orodje za preučevanje izzivov na področju podnebnih sprememb
- Vpliv opravljanja dejavnosti na zdravje ljudi in naravno okolje
- Družbena odgovornost in trajnostni razvoj
- Politični in gospodarski okviri trajnostnega razvoja danes in v prihodnosti
- Globalno in lokalno ravnovesje na mikro in makro nivoju (rast vs pravičnost, razpršenost vs koncentracija)
- Lokalni in globalni vidik urbanega razvoja
- Pametna mesta kot presečišče ekonomskega, okoljskega in družbenega trajnostnega razvoja
- Pojem glocalizacije (razvoj in prikaz na regularnih ter kompleksnih mrežah)
- Lokalizacija tehnologij in dobrih praks (trgovanje z emisijskimi kuponi)
- Vloga podjetij in drugih deležnikov pri trajnostnem razvoju (prenos znanja in najboljših razpoložljivih tehnik)
- Krožno gospodarstvo

Content (Syllabus outline):

What is the role of smart cities in the context of sustainable development, the circular economy, and glocalisation? The answers to this question will be revealed in one of the main courses of the first year. You will see that smart cities can be the intersection of economic, environmental, and social sustainable development. You will develop critical thinking on how sustainable development is even defined and on the role of companies, non-governmental organisations, and other stakeholders in sustainable development. You will learn about technologies and examples of mathematical models that contribute to finding the glocal balance.

- Environmental economics and policy
- The concept of sustainable development
- Green economy
- Economic instruments for facilitating environmental protection
- The importance of physics in light of measuring and understanding environmental problems and the development of sustainable technologies
- Evolutionary game theory as a tool for studying challenges in climate change
- The impacts of business activities on human health and the natural environment
- Social responsibility and sustainable development
- Political and economic frameworks of sustainable development today and in the future
- Global and local balance at micro and macro level (growth vs. fairness, dispersion vs. concentration)
- The local and global aspect of urban development
- Smart cities as the intersection of economic, environmental and social sustainable development
- The concept of glocalisation (development and demonstration in regular and complex networks)
- Localisation of technologies and best practices (emission allowance trading)
- The role of companies and other stakeholders in sustainable development (transfer of knowledge and best available techniques)
- Circular economy
- The role of non-governmental organisations

- Vloga nevladnih organizacij
- Strategije igralcev s primeri matematičnih modelov za vzpostavitev globalnega ravnovesja ter izzivi za prihodnost

- Strategies of players utilising mathematical models for establishing global balance and future challenges

Temeljni literatura in viri / Readings:

Kasinathan, P., Pugazhendhi, R., Elavarasan, R. M., Ramachandaramurthy, V. K., Ramanathan, V., Subramanian, S., Kumar, S., et al. (2022). Realization of Sustainable Development Goals with Disruptive Technologies by Integrating Industry 5.0, Society 5.0, Smart Cities and Villages. *Sustainability*, 14(22), 15258. MDPI AG .

Bibri, S.E. (2019). On the sustainability of smart and smarter cities in the era of big data: an interdisciplinary and transdisciplinary literature review. *J Big Data* 6, 25 (2019). <https://doi.org/10.1186/s40537-019-0182-7>

Building Blocks for the Future, (2022). <https://paginas.fe.up.pt/~businessinnovation/site/wp-content/uploads/2022/09/BIN@Porto-White-Paper.pdf>

Gates, B. (2021). How to avoid a climate disaster: The solutions we have and the breakthroughs we need. Knopf.

Sagan, C., Druyan, A., & Whittingham, J. (Writers). (2014). The World Set Free [Episode 12]. In *Cosmos: A Spacetime Odyssey* [TV series]. National Geographic Channel. <https://www.fox.com/watch/9d44adc374642b4559f8a50128d603f5/>

Mensah, J. (2019). Sustainable development: Meaning, history, principles, pillars, and implications for human action: Literature review. *Cogent social sciences*, 5(1). (<https://www.tandfonline.com/doi/full/10.1080/23311886.2019.1653531>)

United Nations. (n.d.). Sustainable Development Goals. Retrieved February 25, 2023, from <https://sdgs.un.org/goals>

European Parliament's Committee on Industry, Research and Energy. (2014). Mapping Smart Cities in the EU. Brussels: Directorate General for internal policies. ([http://www.europarl.europa.eu/RegData/etudes/etudes/join/2014/507480/IPOL-ITRE_ET\(2014\)507480_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/etudes/join/2014/507480/IPOL-ITRE_ET(2014)507480_EN.pdf))

Ecocivilisation (2022). Circular Economy, https://drive.google.com/file/d/1CVJlpVbEFPfcjJPMesHLjYvdE9QMg3_V/view

Cilji in kompetence:

Objectives and competences:

Študenti bodo:

- razumeli osnove koncepta okoljske ekonomike in trajnostnega razvoja
- razumeli različne oblikovalce okoljske politike v sklopu uporabe ekonomskih instrumentov za spodbujanje trajnostnega razvoja
- razumeli pomembnosti procesa glocalizacije med različnimi deležniki
- sposobni vključevanja v lokalne, mednarodne in globalne okoljske in ekonomske raziskave
- sposobni odločanja z upoštevanjem poznavanja pomembnosti interdisciplinarnega pogleda na reševanje gospodarskih in okoljskih problemov
- pridobili osnovno znanje o podnebni dilemi in evlucijski teoriji iger
- pridobili sposobnost uporabe raziskovalnih metod in postopkov ter različnih analitičnih in prognostičnih orodij v funkciji oblikovanja strategije ekonomskega, družbenega in ekološkega trajnostnega razvoja mest
- razumeli globalna gibanja in upoštevali pomen glocalizacije pri razvoju in uvajanju pametnih tehnologij, produktov in rešitev
- pridobili znanje o pomenu in temeljnih elementih krožnega in zelenega gospodarstva
- razumeli pomen in aktivnosti nevladnih organizacij na področju trajnostnega razvoja
- pridobili sposobnost razumevanja in analize kazalnikov trajnostnega razvoja na mikro (lokalni) in makro (globalni) ravni
- spoznali osnove delovanja pametnih mest
- sposobni kritične refleksije
- sposobni sprejemanja odgovornosti za svoje delo in odločitve

Students will:

- understand the basics of the concept of environmental economics and sustainable development;
- understand the various environmental policy makers in the context of the use of economic instruments to promote sustainable development;
- understand the importance of the glocalization process between different stakeholders;
- able to engage in local, international and global environmental and economic research;
- able to make decisions taking into account the knowledge of the importance of an interdisciplinary view on solving economic and environmental problems;
- acquire basic knowledge of climate dilemma and evolutionary game theory;
- acquire the ability to use research methods and procedures and various analytical and forecasting tools in the function of formulating a strategy for economic, social and ecological sustainable urban development;
- understand global trends and take into account the importance of glocalization in the development and deployment of smart technologies, products and solutions;
- acquire knowledge of the importance and basic elements of the circular and green economy;
- understand the importance and activities of non-governmental organizations in the field of sustainable development;
- acquire the ability to understand and analyze indicators of sustainable development at the micro (local) and macro (global) levels;
- learn the basics of smart cities;
- capable of critical reflection;
- able to take responsibility for their work and decisions.

Predvideni študijski rezultati:Študenti bodo:

- najti informacije o okoljskem stanju mest
- analizirati kakovost in usklajenost pametnih iniciativ s cilji in potrebami mest
- razumeti ključne faktorje uspeha pametnih iniciativ
- prepoznati specifičnosti lokalnega okolja v primerjavi z evropskimi mesti
- replicirati in prilagoditi uspešne pametne iniciative lokalnemu okolju

Intended learning outcomes:On completion of the course student will be able to:

- find information about the environmental condition of cities
- analyze the quality of smart initiatives and coherence with the goals and needs of cities
- understand the key factors of success of smart initiatives
- identify the specifics of the local environment compared to European cities
- replicate and adapt successful smart initiatives to the local environment

Metode poučevanja in učenja:

Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov)

Sodelovalno skupinsko delo: seminarske vaje (projektno delo, timsko delo)

Individualno delo: individualne aktivnosti (naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, javni nastop, pisni izdelki)

Študij v virtualnem okolju: sodelovalne in individualne aktivnosti (naloge, forum, klepetalnica, študij gradiva)

Sodelovanje gostujočega predavatelja

Drugo: Študij primerov Opremljene metode poučevanja in učenja so pri študiju na daljavo ustrezno podprte s sodobnimi informacijsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.

Learning and teaching methods:

Frontal instruction: lectures with active participation of students (explanations, discussions, case study)

Collaborative group work: tutorial work (project work, team work)

Individual work: individual activities (coursework, study of literature and resources, development and research work, reflections, self-evaluation, public speaking, written assignments)

Study in the virtual environment: collaborative and individual activities (tasks, forums, chat room, literature study);

Visiting lecturer

Other: The teaching and learning methods that are employed in distance learning are supported by modern information and communication tools and supplemented with effective teaching and learning approaches within the virtual learning environment.

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<u>Sprotno preverjanje in ocenjevanje znanja:</u>		<u>Ongoing testing and assessment of knowledge:</u>
<ul style="list-style-type: none"> • Individualna pisna naloga (25%) • Skupinska pisna naloga v treh delih (55%) • Online test (20%) 	20 %	- Individual written assignment (25%)
	70 %	- Group written assignment in three parts (55%)
	10 %	- Online test (20%)
<u>Končno preverjanje in ocenjevanje znanja</u>		<u>Final knowledge assessment</u>
pisni izpit	70 %	<ul style="list-style-type: none"> • Written exam • Complex written assignment
daljši pisni izdelek	30 %	

Reference nosilca / Lecturer's references:

IZBRANA BIBILOGRAFIJA:

- BOBEK, Vito, BRADLER, Sarah Anna, MAČEK, Anita, HORVAT, Tatjana. Differences in leadership in Austria and Taiwan : a cross-cultural analysis focusing on leadership and discrimination. *Ekonomska misao i praksa : časopis Fakulteta za turizam i vanjsku trgovinu Dubrovnik*. 2019, god. 28, br. 2, str. 21-37. ISSN 1330-1039. https://hrcak.srce.hr/index.php?show=clanak&id_clanak_jezik=335117. [COBISS.SI-ID [13528348](#)]
- MAČEK, Anita, KROS, Johanna, BOBEK, Vito. International franchising in the fashion industry from the franchisor perspective. *Journal of international business and entrepreneurship development*. 2019, vol. 12, no. 1, str. 49-66. ISSN 1747-6763. <https://www.inderscience.com/offer.php?id=103364>, DOI: [10.1504/JIBED.2019.10024889](https://doi.org/10.1504/JIBED.2019.10024889). [COBISS.SI-ID [13433372](#)]
- MAČEK, Anita, MAJCEN JERMAN, Suzana, BOBEK, Vito, HORVAT, Tatjana. Koncept pametnih mest na Mauriciusu. *Mednarodno inovativno poslovanje : strokovno-znanstvena revija za področje poslovanja in poslovnega izobraževanja*. 2020, vol. 12, no. 1, str. 18-25. ISSN 1855-6175. <https://journal.doba.si/OJS/index.php/jimb/article/view/204>, DOI: [10.32015/JIBM/2020-12-1-3](https://doi.org/10.32015/JIBM/2020-12-1-3). [COBISS.SI-ID [21969667](#)]
- MAČEK, Anita, OVIN, Rasto, DIVJAK, Marko, SKOKO, Hazbo, HORVAT, Tatjana. Foreign direct investments' openness in local communities - the case of Slovenia and Serbia. *Ekonomska istraživanja*. 2021, no. 1, vol. 34, str. 1013-1032. ISSN 1331-677X. <https://www.tandfonline.com/doi/pdf/10.1080/1331677X.2020.1819848>, DOI: [10.1080/1331677X.2020.1819848](https://doi.org/10.1080/1331677X.2020.1819848). [COBISS.SI-ID [33138435](#)]
- PHILIPPI, Caroline, BOBEK, Vito, HORVAT, Tatjana, MAČEK, Anita, JUSTINEK, Gorazd. Internationalisation of an Austrian SME with a sales agent to Mexico and the USA in the automotive sector. *International journal of globalisation and small business*. 2020, vol. 11, no. 1, str. 39-64. ISSN 1479-3059. <https://www.inderscience.com/info/ingeneral/forthcoming.php?jcode=ijgsb>. [COBISS.SI-ID [513117488](#)]
- SANDLER, Manuela, BOBEK, Vito, MAČEK, Anita, HORVAT, Tatjana. Greenfield investment vs. merger and acquisition as an entry strategy in Mexico - the case of Austrian companies. *Journal of international business and entrepreneurship development*. 2019, vol. 12, no. 1, str. 6-21. ISSN 1747-6763. <https://www.inderscience.com/info/inarticle.php?artid=103363>, DOI: [10.1504/JIBED.2019.103363](https://doi.org/10.1504/JIBED.2019.103363). [COBISS.SI-ID [13437980](#)]

- VEINGERL ČIČ, Živa, VUJICA-HERZOG, Nataša, MAČEK, Anita. Individual work performance management model. *International journal of simulation modelling*. Mar. 2020, vol. 19, no. 1, str. 112-122, ilustr. ISSN 1726-4529. http://www.ijsimm.com/view_articles.html, DOI: [10.2507/IJSIMM19-1-507](https://doi.org/10.2507/IJSIMM19-1-507). [COBISS.SI-ID [513132848](https://www.cobiss.si/record/513132848)]
- VUCKOVIC, Mladen, BOBEK, Vito, MAČEK, Anita, SKOKO, Hazbo, HORVAT, Tatjana. Business environment and foreign direct investments : the case of selected European emerging economies. *Ekonomika istraživanja*. 2020, vol. 33, no. 1, str. 243-266. ISSN 1331-677X. DOI: [/10.1080/1331677X.2019.1710228](https://doi.org/10.1080/1331677X.2019.1710228). [COBISS.SI-ID [13601308](https://www.cobiss.si/record/13601308)]
- MAČEK, Anita, OVIN, Rasto, STARC PECENY, Urška. Smart cities marketing and its conceptual grounds. *Naše gospodarstvo : revija za aktualna gospodarska vprašanja*. [Tiskana izd.]. 2019, vol. 65, no. 4, str. 110-116. ISSN 0547-3101. <https://content.sciendo.com/view/journals/ngoe/65/4/article-p110.xml>, DOI: [10.2478/ngoe-2019-0024](https://doi.org/10.2478/ngoe-2019-0024). [COBISS.SI-ID [513106992](https://www.cobiss.si/record/513106992)]
- KOMANI, Lindita, BOBEK, Vito, SKOKO, Hazbo, MAČEK, Anita. What can be learned from Singapore by the European Union in the field of innovation?. V: *Problemy sovremennoj agrarnoj nauki : materialy mezhdunarodnoj naučnoj konferencii, Krasnojarsk, 15. oktjabrja 2020*. Krasnojarsk, 2020. Str. 190-196. <http://www.kgau.ru/new/all/konferenc/konferenc/2020/Agro2020.pdf>. [COBISS.SI-ID [34371075](https://www.cobiss.si/record/34371075)]
- SMOLIGOVETS, Anastasia, BOBEK, Vito, MAČEK, Anita, SKOKO, Hazbo. Improving the efficiency of attracting foreign investment in the Voronezh region based on experience of Styria. V: *Problemy sovremennoj agrarnoj nauki : materialy mezhdunarodnoj naučnoj konferencii, Krasnojarsk, 15. oktjabrja 2020*. Krasnojarsk, 2020. Str. 214-222. <http://www.kgau.ru/new/all/konferenc/konferenc/2020/Agro2020.pdf>. [COBISS.SI-ID [34376963](https://www.cobiss.si/record/34376963)]
- BOBEK, Vito, MAČEK, Anita. Regional analysis for European structural and investment funds on the case of Slovenia-Austria cross-border cooperation 2014-2020. V: BOBEK, Vito (ur.). *Management of cities and regions*. Rijeka, 2017. Str. 191-214, ilustr. ISBN 978-953-51-3604-0, ISBN 978-953-51-3603-3. <https://www.intechopen.com/books/management-of-cities-and-regions/regional-analysis-for-european-structural-and-investment-funds-on-the-case-of-slovenia-austria-cross>, DOI: [10.5772/intechopen.70257](https://doi.org/10.5772/intechopen.70257). [COBISS.SI-ID [12920348](https://www.cobiss.si/record/12920348)]
- MAČEK, Anita, AŠANIN GOLE, Pedja. The financial reporting of micro and small enterprises in Slovenia. V: MARTYNIUK, Olga (ur.). *Financial reporting of micro and small enterprises (MSE) : in transition economies of Central and Eastern Europe*. Warszawa, copyright 2020. Str. 277-299, tabele. ISBN 978-83-208-2426-1, ISBN 978-83-208-2438-4. [COBISS.SI-ID [87110915](https://www.cobiss.si/record/87110915)]
- MAČEK, Anita. Pametna mesta v vlogi zaščitnika proti širjenju koronavirusa. *DOBA*. 11. maj 2020. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/dr-anita-macek-pametna-mesta-v-vlogi-zascitnika-proti-sirjenju-koronavirusa>. [COBISS.SI-ID [16366339](https://www.cobiss.si/record/16366339)]
- MAČEK, Anita, OVIN, Rasto, STARC PECENY, Urška. *Economics and conceptual foundations of smart cities marketing : prispevek na 12th International Conference Challenges of Europe "Innovative responses for Resilient Growth and Competitiveness, May 17-19, 2017, Bol, Croatia*. [COBISS.SI-ID [513022768](https://www.cobiss.si/record/513022768)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 22. 6. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Upravljanje podjetij z informacijskimi tehnologijami
Course title: Advanced Technology Supported Enterprise Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme - 2 nd cycle International Innovative Business Management	/	1st	/

Vrsta predmeta / Course type

Obvezni/Compulsory

Univerzitetna koda predmeta / University course code:

UPIT

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	24	0	0	0	189	9

Nosilec predmeta / Lecturer:

doc. dr. Darko Golec

Jeziki /

Languages:

Predavanja / Lectures:

Vaje / Tutorial:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Poznavanje poslovne informatike in sistemov za podporo upravljanja, poznavanje osnov upravljanja podjetja

Prerequisites:

Information systems, IT management, general management.

Vsebina:

- Managerski pogled na sodobne digitalne tehnologije in digitalno transformacijo podjetij
- Informacijska, komunikacijska in internetna infrastruktura sodobne družbe
- Zbliževanje informacijske, komunikacijske, internetne, mobilne, audio, video in podobnih tehnologij
- Planiranje vpeljave digitalne transformacije v podjetje
- Upravljanje zunanjega izvajanja IKT storitev in odločitveni modeli
- Strategije in razvojni projekti digitalnih tehnologij v EU in Sloveniji
- Specificiranje zahtev za IKT
- Standardi s področja vodenja IKT

Content (Syllabus outline):

- Managing organizations with ICT and digital transformation
- Information and communication infrastructure
- Convergence of IT, internet, mobile, audio, video and similar technologies
- ICT projects planning and management
- Managing ICT suppliers and outsourcing, decision support systems
- Planning and managing ICT projects
- Requirements specification and analysis
- ICT management related standards
- Management information systems (ERP, CRM, BI, BPM, HRM)

9. Poslovni informacijski sistemi (ERP, CRM, BI, BPM, HRM)

Temeljni literatura in viri / Readings:

Obvezna literatura (izbrana poglavja) / Basic readings (selected chapters)

- Golec, D. (2022). Prosojnice nosilca predmeta Upravljanje podjetij z informacijskimi tehnologijami
- QuinStreet Inc., Spletna baza pojmov s področja IT: Webopedia, spletni naslov: <http://www.webopedia.com>, dostop: 1.2.2023
- Slovensko društvo Informatika, iSlovar, spletni naslov: <http://www.iSlovar.org>, dostop: 1.2.2023
- Več avtorjev (2011), Information Technology Infrastructure Library, spletni naslov: http://en.wikipedia.org/wiki/Information_Technology_Infrastructure_Library, dostop: 25.10.2022
- M. Huš (2019), Kako delujejo podatkovni centri, <https://www.monitor.si/clanek/kako-delujejo-svetovni-podatkovni-centri-kje-domujejo-oblaki/189306/>, dostop: 25.10.2022
- B. Johnson, How data centers work, <https://computer.howstuffworks.com/data-centers.htm>, dostop: 25.10.2022
- Webopedia, ERP - enterprise resource planning, <https://www.webopedia.com/definitions/erp>, dostop: 25.10.2022
- Hart, J.(2007), Fundamentals of Enterprise Resource Planning ERP, spletni naslov: <http://ezinearticles.com/?Fundamentals-of-Enterprise-Resource-Planning-ERP&id=787263>, dostop: 25.10.2022
- What is ERP? <https://www.youtube.com/watch?v=PVRgIXLWDHs>
- Webopedia, CRM – Customer Relationship Management, <http://www.webopedia.com/TERM/C/CRM.html>, dostop: 25.10.2022
- Introduction to CRM - Customer Relationship Management Systems | Class, <https://www.youtube.com/watch?v=SElp-Gfgf1g>
- What is CRM? <https://www.youtube.com/watch?v=7me7mjvTiTI>
- Noton A., Business Intelligence (2007), spletni naslov: <http://ezinearticles.com/?Business-Intelligence&id=4711469>, dostop: 25.10.2022
- Več avtorjev (2011), Business process management, spletni naslov: http://en.wikipedia.org/wiki/Business_process_management, dostop: 25.10.2022
- Grembergen W., Brempt H., Haes S., Translating Business Goals into supporting IT Goals in the Financial Sector, Universiteit Antwerpen Management School (UAMS), spletni naslov: https://www.researchgate.net/publication/227433971_Translating_business_goals_into_supporting_IT_goals_in_the_financial_sector, dostop: 25.10.2022
- Wikipedia: Software requirements specification, https://en.wikipedia.org/wiki/Software_requirements_specification, dostop: 25.10.2022
- IEEE Computer Society, ISO/IEC/IEEE 26512:2011 (2011), Systems and software engineering -- Requirements for acquirers and suppliers of user documentation
- J. Montoya, Software requirements specification template, <https://github.com/jam01/SRS-Template>
- J. P. Henderson, Functional specification template, https://github.com/joelparkerhenderson/functional_specifications_template
- Rogers, David L. The Digital Transformation Playbook: Rethink Your Business for the Digital Age. New York: Columbia University Press, 2016, spletni naslov: <https://www.slideshare.net/DarkoGolec/the-digital-transformation-playbook-rethink-your-business-for-the-digital-age-pdf-roompdf>, dostop: 24.02.2023.
- Perkin, Neil, and Peter Abraham. Building the Agile Business through Digital Transformation. London: Kogan Page Limited, 2017, spletni naslov: <https://www.slideshare.net/DarkoGolec/building-the-agile->

[business-through-digital-transformation-how-to-lead-digital-transformation-pdf-roompdf](#), dostop: 24.02.2023.

- Armbrust, M., več drugih avtorjev, Lakehouse: A New Generation of Open Platforms that Unify Data Warehousing and Advanced Analytics, spletni naslov: https://www.cidrdb.org/cidr2021/papers/cidr2021_paper17.pdf, dostop: 25.10.2022

Cilji in kompetence:

Študentje bodo pridobili predmetno specifične kompetence:

- Uporaba kreativnega razmišljanja za analizo obstoječega stanja v organizaciji
- Sposobnost uporabe različnih IKT orodij za pomoč pri analizi procesov, projektov, odločitvenih modelov
- Sposobnost analize IKT infrastrukture v organizaciji in konceptualne-shematske predstavitve
- Sposobnost analiziranja in zasnove specifikacij zahtev za informacijsko rešitev
- Sposobnost zasnove ciljev in IKT strategije v podjetju
- Sposobnost izbire optimalnega dobavitelja informacijske rešitve
- Sposobnost analize tveganj za neprekinjeno delovanje

Splošne kompetence

Študentje bodo pridobili:

- Sposobnost kritične ocene učnih virov – strokovnih in raziskovalnih člankov
- Sposobnost sodelovanja v IKT projektih
- Sposobnost iskanja, izbire, citiranja virov s področja IKT
- Sposobnost sinteze delov projekta v koherentno projektno poročilo za vodstvo

Objectives and competences:

Students will acquire the following specific competencies:

- creative thinking and the usage of information and communication technologies
- using ICT for solving business related challenges
- critical evaluation of ICT, understanding of positive and negative influences of technology usage
- including ICT trends into company's strategy
- business analysis
- ICT infrastructure analysis
- Usage of ICT for knowledge and information management
- Cooperation in ICT projects
- Requirements specification
- ICT supplier evaluation
- ICT project planning
- ICT solutions verification and validation
- Business continuity plan preparation

General competencies:

- Critical evaluation of learning resources, professional and research articles
- Collaboration and teamwork
- Sources selection, management, citation
- Synthesis of partial assignments into coherent report for the management
-

Predvideni študijski rezultati:

Znanje in razumevanje:

Po zaključku tega predmeta bo študent sposoben:

- razumel-a pomen, vlogo in izzive informacijske, komunikacijske in internetne tehnologije iz managerskega vidika
- znal oblikovati poslovne cilje, IKT cilje in strategijo
- znal analizirati, konceptualno prenoviti, zasnovati proces(e) in planirati njihovo informacijsko podporo
- zasnovati specifikacijo zahtev za IKT rešitev

Intended learning outcomes:

Knowledge and understanding:

On completion of the course student will be able to:

- Understand and describe selected ICT terms
- Analyse of existing state of ICT in a company
- Analyse of company's needs for management information systems
- ICT solution and supplier evaluation – multi-criteria weighted decision model
- Company ICT strategy, Business strategy and ICT goals
- Mapping: Business challenge – ICT solution
- Software requirements specification

- zasnovati večkriterijski odločitveni model za izbiro najprimernejšega dobavitelja IKT rešitve
- zasnovati plan uvedbe IKT rešitve
- analizirati in planirati neprekinjeno delovanje IKT rešitve

- Prepare a plan of ICT solution implementation
- Prepare a business continuity plan

Metode poučevanja in učenja:

Frontalno delo: predavanja (webinarji) z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov). Aktivna podpora predavatelja in mentorjev (24/7).

Sodelovalno skupinsko delo: tedenske skupinske naloge (projektno delo, timsko delo)

Individualno delo: individualne aktivnosti (naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, javni nastop, pisni izdelki)

Študij v virtualnem okolju: sodelovalne in individualne aktivnosti (naloge, forum, klepetalnica, študij gradiva)

Sodelovanje gostujočega predavatelja

Opređeljene metode poučevanja in učenja so pri študiju na daljavo ustrezno podprte s sodobnimi informacijsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.

Learning and teaching methods:

Frontal: lectures with active participation of students (explanations, discussions, case study);

Collaborative team work: tutorial work (project work, team work);

Individual: individual activities (coursework, study of literature and sources, development and research work, reflexions, self-evaluation, public performance, written assignments);

Study in the virtual environment: collaborative and individual activities (tasks, forums, chat-box, literature study);

Guest lecturer

All the enumerated teaching and learning methods used at online study are appropriately supported by modern information-communication tools and perfected with effective approaches to teaching and learning in the virtual environment.

Delež (v %) /

Weight (in %)

Načini ocenjevanja:

Assessment:

Načini ocenjevanja:	Delež (v %) / Weight (in %)	Assessment:
<u>Sprotno preverjanje in ocenjevanje znanja</u>		Assessments during the course (regular):
<ul style="list-style-type: none"> ▪ Krajši pisni izdelki, pripravljalne naloge, povzemanje strokovnih besedil ▪ Zaključno poročilo s posnetkom ▪ Skupinski pisni izdelki 	75 % 25 % 0 %	<ul style="list-style-type: none"> ▪ preparatory individual assignments ▪ individual complex assignments with video ▪ group assignments
<u>Končno preverjanje in ocenjevanje znanja (v primeru, če študenti niso opravili s sprotnim preverjanjem)</u>		Alternative:
<ul style="list-style-type: none"> ▪ Seminarska naloga (vsi pisni izdelki sprotnega preverjanja) ▪ Pisni izpit 	50 % 50 %	<ul style="list-style-type: none"> Seminar work (includes all assignments) Final exam

Reference nosilca / Lecturer's references:

GOLEC, Darko, MAHNIČ, Viljan, KOVAČ, Tatjana. Relational model of temporal data based on 6th normal form. Tehnički vjesnik : znanstveno-stručni časopis tehničkih fakulteta Sveučilišta u Osijeku. ruj.-lis. 2017, god. 24, br. 5, str. 1479-1489, ilustr. ISSN 1330-3651. [COBISS.SI-ID 513665340]

GOLEC, Darko. Reporting solution for order management. V: BAČOVIĆ, Maja (ur.). Proceedings of the ENTRENOVA - Enterprise Research Innovation Conference. 3rd ENTRENOVA - Enterprise Research Innovation conference, Dubrovnik, Croatia, [7-9] September 2017. Zagreb: Udruga za promicanje inovacija i istraživanja u ekonomiji "IRENET", 2017. Str. 319-323, ilustr. Proceedings of the ENTRENOVA ..., vol. 3, no. 1. ISSN 1849-7950. [COBISS.SI-ID 513674556]

GOLEC, Darko. Modern data architecture in a banking. V: KOVAČ, Tatjana (ur.), CINGULA, Marijan (ur.). Znanje in poslovni izzivi globalizacije v letu 2019 : 8. mednarodna znanstvena konferenca : zbornik referatov : Fakulteta za komercialne in poslovne vede, Celje, 15. november 2019 = Knowledge and Business Challenge of Globalisation in 2019 : international scientific conference : conference proceedings : Faculty of Commercial and Business Sciences, Celje, 15th November 2019. Celje: Fakulteta za komercialne in poslovne vede, 2019. Str. 24-28, ilustr. ISBN 978-961-6997-08-9. [COBISS.SI-ID 513759804]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 26.10.2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Inovativni poslovni procesi, odnosi in modeli
Course title:	Innovation Business Processes, Relations and Models

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme - 2 nd cycle International Innovative Business Management	/	1st	/

Vrsta predmeta / Course type

Obvezni predmet/Compulsory

Univerzitetna koda predmeta / University course code:

IPPOM

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
------------------------	--------------------	------------------	-----------------------	----------------------	-------------------------------	------

20	24	0	0	0	189	9
----	----	---	---	---	-----	---

Nosilec predmeta / Lecturer:

izr. prof. dr. Peter Stanovnik

Jeziki /

Predavanja / Lectures:

Slovenski, hrvaški, srbski, angleški /Slovenian, Croatian, Serbian, English

Languages:

Vaje / Tutorial:

Slovenski, hrvaški srbski, angleški /Slovenian, Croatian, Serbian, English

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Znanje, predvideno v učnih načrtih prvostopenjskih bolonjskih programov poslovnih ved.

Knowledge foreseen in the course syllabi of first-cycle programmes in business sciences.

Vsebina:

Content (Syllabus outline):

1. Teoretične opredelitve inovacijskih procesov v družbi, ki temelji na znanju (opredelitve osnovnih pojmov, definicij, pristopov, produktne in procesne inovacije, RR, inovacije v predelovalnih in storitvenih dejavnostih, vzorci širjenja inovacij glede na različne poslovne modele, državne in podjetniške inovacijske politike, študije primerov na ravni sektorjev in podjetij).
2. Tehnike in metode inovacijskega managementa (tehnike managementa znanja, »intelligence« tržne tehnike, metode povezovanja in mreženja, management na področju človeških virov, tehnike za razvoj kreativnosti, tehnike za izboljšanje poslovnih procesov, inovacijski projektni management, tehnike na področju konstruiranja in oblikovanja novih proizvodov in storitev, metode za ustanavljanje novih podjetij in poslovnih modelov); študije primerov iz prakse.
3. Paradigme podjetniških inovacijskih sistemov (zaprti in odprti podjetniški inovacijski sistemi, snovanje inovacijskih podjetniških strategij; prehodi iz stare v novo razvojno paradigmo; svetovni inovacijski trendi).
4. Inovacijska strategija podjetja: pomen inovativnosti za poslovanje podjetja, analiziranje obstoječega globalnega tržnega in

1. Theoretical definitions of innovation processes in a knowledge-based society (definitions of basic terms, definitions, approaches, product and process innovations, R&D, innovations in manufacturing and service activities, innovation diffusion patterns with regard to different business models, national and entrepreneurial innovation policies, case studies at sector and corporate level)
2. Techniques and methods of innovation management (knowledge management techniques, market intelligence techniques, integration and networking techniques, human resource management, creativity development techniques, business process improvement techniques, innovation project management, techniques of constructing and designing new products and services, methods of setting up new companies and business models); practical case studies
3. Paradigms of entrepreneurial innovation systems (the paradigms of the closed and the open entrepreneurial innovation system, designing entrepreneurial innovation strategies, the transition from the old to the new development paradigm; global innovation trends)

<p>inovacijskega okolja (megatrendi, katera podjetja največ vlagajo v R&R, katera so najbolj inovativna svetovna podjetja), analiziranje (razumevanje) ključnih globalnih družbenih, ekonomskih, tehnoloških, okoljskih, demografskih in političnih izzivov ter njihov vpliv na prihodnost, povezava strateškega managementa in inovacijske strategije podjetja, opis inovacijske in R&R strategije podjetja, storitve in inovativnost, inovativnost srednjih in malih podjetij v primerjavi z velikimi podjetji, podjetja osnovana na novih tehnologijah (samorogi, fintech ...), pravice industrijske lastnine, SWOT analiza.</p> <ol style="list-style-type: none"> 5. Razumevanje tržnega potenciala: vsebinska področja strategije trženja; pristopi k ocenjevanju tržnega potenciala za inovativne proizvode/storitve; uporaba orodja CANVAS. 6. Orodja za management znanja in inovativnosti. 7. Povezava novih poslovnih modelov s pravicami industrijske oziroma intelektualne lastnine. 	<ol style="list-style-type: none"> 4. Company's innovation strategy: importance of innovation for company operations, analysing the existing global market and innovative environment (megatrends, the greatest investors in R&D, the most innovative global companies), analysing (understanding) the main global social, economic, technological, environmental, demographic, and political challenges and their effects on the future, connecting strategic management and the company's innovation strategy, describing the company's innovation and R&D strategy, services and innovation, innovation in small and medium-sized enterprises compared to large enterprises, companies based on new technologies (unicorns, fintech, etc.), industrial property rights, SWOT analysis 5. Understanding the market potential: content areas of the marketing strategy; approaches to assessing market potential for innovative products/services; use of canvas tool 6. Knowledge and innovation management tools 7. Connecting new business models with industrial and intellectual property rights
--	--

Temeljni literatura in viri / Readings:

<ul style="list-style-type: none"> • Kotler, P. and Armstrong, G. (2018) Principles of Marketing, Pearson education, Harlow, poglavje 7. Customer Value-Driven Marketing Strategy: Creating Value for Target Customers (str. 210 – 241). • Stanovnik, P. in Kavaš, D. (2021) Inovacijski management, IER (I. del - izbrana poglavja 1, 2, 3. • European Commission (2022) European Innovation Scoreboard 2022. • Razvojna zgodba skupine Akrapovič, 2021. • Poslovno poročilo skupine Akrapovič 2021. • Kavaš, D. (2021) Navodilo za pripravo SWOT analize. • Stanovnik P., Kavaš D. in Koren M. prosojnice webinarjev v decembru 2022. • Koren M. (2022) Kupci in trg - Identifikacija tržnega potenciala.

Cilji in kompetence:

<p>Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence:</p> <ul style="list-style-type: none"> • sposobnost razumevanja in analiziranja globalnega tržnega, inovacijskega in raziskovalno-razvojnega okolja • razumevanje pomena inovativnosti za razvoj podjetja, gospodarstva in celotne družbe • obvladovanje in uporaba metod in tehnik inovacijskega managementa

Objectives and competences:

<p>During the course, students develop the following general and subject-specific competencies:</p> <ul style="list-style-type: none"> • The ability to understand and analyse the global market, innovative, and R&D environment • Understanding the importance of innovation for the development of the company, the economy and the society as a whole • The mastery and use of innovation management methods and techniques
--

- razumevanje inovacijskih procesov v različnih gospodarskih družbah, panogah in mrežnih povezavah (velika podjetja, mala in srednje velika podjetja)
- sposobnost praktičnega reševanja razvojnih in trženjskih podjetniških problemov
- sposobnost vrednotenja inovacij na področju znanosti, tehnologije in podjetniškega managementa
- celovito generiranje in vrednotenje novih poslovnih modelov, inovacijskih in tržnih strategij

- The ability to understand innovation processes in various enterprises, branches, and networks (large enterprises, small and medium-sized enterprises)
- The ability to practically solve development and marketing entrepreneurial problems
- The ability to assess innovations in the fields of science, technology, and entrepreneurial management
- Comprehensive generation and assessment of new business models and innovation and marketing strategies

Predvideni študijski rezultati:

Intended learning outcomes:

Znanje in razumevanje:

Knowledge and understanding:

Študent/-ka bo:

The student will:

- razumel-a osnovne pojme na področju inovacij, poslovnih modelov, raziskovalno-razvojne dejavnosti in varstva intelektualne lastnine
- razumel-a pomen inovativnosti za razvoj podjetja, gospodarstva in celotne družbe
- poznal-a ključne globalne družbene, ekonomske, tehnološke, okoljske, demografske izzive in njihov vpliv na poslovanje podjetij
- spoznal-a slovensko/hrvaško/srbsko, in evropsko inovacijsko okolje
- znal-a uporabiti sodobne tehnike in metode s področja inovacijskega managementa
- sposoben-na samostojnega razvoja novih proizvodov/storitev in poslovnih modelov in njihove vpeljave na trg
- razumel-a ključne vzpode za uresničitev sodobnih tržnih strategij

- Understand the basic terms from the fields of innovation, business models, research and development, and protection of intellectual property
- Understand the importance of innovation for the development of the company, the economy, and the society as a whole
- Learn about the main global social, economic, technological, environmental, and demographic challenges and their effects on company operations
- Learn about the Slovenian/Croatian/Serbian and European innovation environment
- Be able to use modern innovation management techniques and methods
- Be able to independently develop new products and services and business models and launch them to the market
- Understand the key enablers of modern marketing strategies

Metode poučevanja in učenja:

Learning and teaching methods:

Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov)

Frontal instruction: lectures with active participation of students (explanations, discussions, case study);

Sodelovalno skupinsko delo: seminarske vaje (projektno delo, timsko delo)

Collaborative group work: tutorial work (project work, teamwork);

Individualno delo: individualne aktivnosti (naloge, študij literature in virov, razvojno in raziskovalno)

Individual work: individual activities (coursework, study of literature and resources, development and

<p>delo, refleksija, samoocenjevanje, javni nastop v obliki »elevator pitch«, pisni izdelki)</p> <p>Študij v virtualnem okolju: sodelovalne in individualne aktivnosti (naloge, forum, klepetalnica, študij gradiva in video posnetkov)</p> <p>Opremljene metode poučevanja in učenja so pri študiju na daljavo ustrezno podprte s sodobnimi informacijsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.</p>	<p>research work, reflection, self-evaluation, public speaking – elevator pitch, written assignments);</p> <p>Study in the virtual environment: collaborative and individual activities (tasks, forums, chat room, study of literature and videos);</p> <p>The teaching and learning methods that are employed in distance learning are supported by modern information and communication tools and supplemented with effective teaching and learning approaches within the virtual learning environment.</p>
---	--

Načini ocenjevanja:

Delež (v %) /

Assessment:

Weight (in %)

<p>Sprotno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> • krajši pisni izdelki • daljši pisni izdelki • Javni nastop s predstavitvijo rezultatov • Online test 	<p>10</p> <p>45</p> <p>5</p> <p>40</p>	<p>Continuous knowledge assessment:</p> <ul style="list-style-type: none"> • Shorter individual assignments • Complex written assignment • Pitching the project • Online test
<p>Končno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> • Pisni izpit • Seminarska naloga 	<p>60</p> <p>40</p>	<p>Final knowledge assessment</p> <ul style="list-style-type: none"> • Written exam • Seminar paper

Reference nosilca / Lecturer's references:

<ul style="list-style-type: none"> • STANOVNIK, Peter, URŠIČ, Sonja. Raziskovalno-razvojna vlaganja kot osnova za tehnološki razvoj v Sloveniji = Research and development as a basis for technological development in Slovenia. <i>Mednarodno inovativno poslovanje : strokovno-znanstvena revija za področje poslovanja in poslovnega izobraževanja</i>. 2019, letn. 11, št. 1, str. 16-24. ISSN 1855-6175. https://journal.doba.si/OJS/index.php/jimb/article/view/2019-11-1-3, DOI: 10.32015/JIMB/2019-11-1-3. [COBISS.SI-ID 513082160] • ŠALAMUN, Andreja, RATAJ, Simona, STANOVNIK, Peter, BRADAČ HOJNIK, Barbara. Čas je za tehnološki in inovacijski preboj. <i>Glas gospodarstva</i>. [Tiskana izd.]. sep. 2016, str. 15-19. ISSN 1318-3672. [COBISS.SI-ID 12662556] • STANOVNIK, Peter, URŠIČ, Sonja. Konkurenčnost Slovenije - začetek poti navzgor? = Competitiveness of Slovenia - the beginning of an upward trend?. V: OVIN, Rasto (ur.). <i>Spoznanja iz ekonomskih ter uporabnih poslovnih in družbenih študij : monografija DOBA Fakultete</i>. Maribor: Doba Fakulteta za uporabne poslovne in družbene študije, 2016. Str. 89-95, ilustr. ISBN 978-961-6818-53-7. [COBISS.SI-ID 512963120] • GRADIŠEK, Anton (sodelavec pri raziskavi), ARKO, Anže (sodelavec pri raziskavi), PRINČIČ, Blaž (sodelavec pri raziskavi), BERNIK BOGATAJ, Borut (sodelavec pri raziskavi), ILIČ, Branko (sodelavec pri raziskavi), MIKLAVČIČ, Darja (sodelavec pri raziskavi), BAGHRIZABEHI, Denis (sodelavec pri raziskavi), LUKIČ, Goran (sodelavec pri raziskavi), STRBAN, Grega (sodelavec pri raziskavi), KOVAČIČ, Gregor (sodelavec pri raziskavi), PENSA, Iris (sodelavec pri raziskavi), ŠALINOVIČ, Ivan (sodelavec pri raziskavi),

SLADIČ, Jorg (sodelavec pri raziskavi), DRNOVŠEK, Klemen (sodelavec pri raziskavi), TIČAR, Luka (sodelavec pri raziskavi), ZORMAN, Marko (sodelavec pri raziskavi), AVBELJ, Matej (sodelavec pri raziskavi), REPOLUSK, Matija (sodelavec pri raziskavi), WEBER, Nana (sodelavec pri raziskavi), PERŠAK, Nina (sodelavec pri raziskavi), STANOVNIK, Peter (sodelavec pri raziskavi), ROŽMAN, Primož (sodelavec pri raziskavi), AHLIN DOLJAK, Sara (sodelavec pri raziskavi), GRČAR, Špela (sodelavec pri raziskavi), GOLOB, Tajka (sodelavec pri raziskavi), MIŠIČ, Tine (sodelavec pri raziskavi), ČOP, Uroš (sodelavec pri raziskavi), RIJAVEC, Vesna (sodelavec pri raziskavi), STERNAD, Žiga (sodelavec pri raziskavi), et al. *The World justice project : rule of law index 2021*. Washington, D.C.: The World Justice Project, cop. 2021. [228] str., barv. ilustr. ISBN 978-0-9964094-7-6, ISBN 978-0-9964094-6-

9. <https://worldjusticeproject.org/sites/default/files/documents/WJP-INDEX-21.pdf>. [COBISS.SI-ID [87802371](#)]

- DRNOVŠEK, Mateja, URŠIČ, Sonja, STANOVNIK, Peter. *Spremljanje nacionalne konkurenčnosti Slovenije po metodologiji IMD : poročilo 2021 : končno poročilo*. Ljubljana: Inštitut za ekonomska raziskovanja: Univerza v Ljubljani, Ekonomska fakulteta, 2021. I, 42 str., tabele, graf. prikazi. [COBISS.SI-ID [91156227](#)]
- URŠIČ, Sonja, DRNOVŠEK, Mateja, STANOVNIK, Peter. *Spremljanje nacionalne konkurenčnosti po metodologiji WEF za leto 2020 : zaključno poročilo*. Ljubljana: Inštitut za ekonomska raziskovanja: Univerza v Ljubljani, Ekonomska fakulteta, 2020. 46 str., tabele, graf. prikazi. [COBISS.SI-ID [66121219](#)]
- BUČAR, Maja, ČRNIGOJ, Matjaž, JAKLIČ, Andreja, LIKAR, Borut, LIPNIK, Aleš, LOVEC, Marko, MIHELIC, Aleš, STANOVNIK, Peter, STARE, Metka, ŠTRUKELJ, Peter, UDOVIČ, Boštjan. *Oblikovanje metodologije za vrednotenje poslovnih modelov SRIP- ov : vmesno poročilo, pripravljeno za ciljni raziskovalni projekt "Strateška razvojno inovacijska partnerstva kot orodje krepitev inovacijske sposobnosti slovenskega gospodarstva"*. [Ljubljana: Fakulteta za družbene vede], 2018. 86 str. [COBISS.SI-ID [36191581](#)]
- BUČAR, Maja, ČRNIGOJ, Matjaž, JAKLIČ, Andreja, LIKAR, Borut, LIPNIK, Aleš, LOVEC, Marko, MIHELIC, Aleš, STANOVNIK, Peter, STARE, Metka, ŠTRUKELJ, Peter, UDOVIČ, Boštjan. *Pilotno testiranje metodologije za vrednotenje poslovnih modelov SRIP- ov : vmesno poročilo, pripravljeno za ciljni raziskovalni projekt "Strateška razvojno inovacijska partnerstva kot orodje krepitev inovacijske sposobnosti slovenskega gospodarstva"*. [Ljubljana: Fakulteta za družbene vede], 2018. 21 str. [COBISS.SI-ID [36192349](#)]
- ČRNIGOJ, Matjaž, KOREN, Matej, STANOVNIK, Peter. *Analiza ukrepov spodbujanja sodelovanja med podjetji in institucijami znanja v Avstriji : vmesno poročilo pripravljeno za projekt "Strateška razvojno inovacijska partnerstva kot orodje krepitev inovacijske sposobnosti slovenskega gospodarstva"*. [Ljubljana]: Inštitut za ekonomska raziskovanja, 2017. [41] str., tabele, graf. prikazi. [COBISS.SI-ID [1882254](#)]
- ČRNIGOJ, Matjaž, KOREN, Matej, STANOVNIK, Peter. *Pregled evalvacij SRIP-om podobnih ukrepov v preteklosti v Sloveniji : vmesno poročilo pripravljeno za projekt "Strateška razvojno inovacijska partnerstva kot orodje krepitev inovacijske sposobnosti slovenskega gospodarstva"*. [Ljubljana]: Inštitut za ekonomska raziskovanja, 2017. [41] str., tabele, graf. prikazi. [COBISS.SI-ID [1881998](#)]
- BONIN, Tatjana. *Oblikovanje inovativne "pametne" rešitve za zmanjšanje pomanjkanja prostora za mirujoči promet : magistrsko delo*. Maribor: [T. Bonin], 2020. 1 spletni vir (1 datoteka PDF (57 str.)), ilustr. <http://www.doba.si/diplome/>. [COBISS.SI-ID [43901699](#)]
- MAJDIČ, Miha. *Prenova procesa projektnega vodenja v podjetju KOPUR d.o.o. : magistrsko delo*. Maribor: [M. Majdič], 2020. 75 str., ilustr. <http://www.doba.si/diplome/>. [COBISS.SI-ID [18420739](#)]
- SUSMAN, Damir. *Pristopi in izzivi za sodobno produktno vodenje v bančništvu v Sloveniji : magistrsko delo*. Maribor: [D. Susman], 2021. 1 spletni vir (1 datoteka PDF (97 str.)), ilustr. <http://www.doba.si/diplome/>. [COBISS.SI-ID [68518915](#)]
- PRIMC, Kaja, SLABE ERKER, Renata, KALAR, Barbara, DOMINKO, Miha, OGOREVC, Marko, MAJCEN, Boris (urednik). *Podjetniške prakse in potrošniške navade pri prehodu v krožno gospodarstvo*. Ljubljana: Inštitut za ekonomska raziskovanja, 2020. VIII, 130 str., tabele, graf. prikazi. Knjižna zbirka EkonomIERa, Okolje in trajnostni razvoj. ISBN 978-961-6906-57-9. ISSN 2630-2896. [COBISS.SI-ID [26122755](#)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 11. 1. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Kreativno upravljanje človeških virov za konkurenčne prednosti

Course title: Creative Human Resource Management for Competitive Advantages

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme - 2 nd cycle International Innovative Business Management	/	1.	/

Vrsta predmeta / Course type

Obvezni predmet/Compulsory

Univerzitetna koda predmeta / University course code:

KUČVKP

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	24	0	0	0	189	9

Nosilec predmeta / Lecturer:

doc. dr. Živa Veingerl Čič

Jeziki /

Predavanja / Lectures: Slovenski, srbski, angleški, hrvaški

Languages:

Vaje / Tutorial: Slovenski, srbski, angleški, hrvaški

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Poznavanje teorije organizacije, osnov upravljanja in vodenja, osnov organizacijskega vedenja.

Knowledge of organizational theory, basics of management and leadership, basics of organizational behavior.

Vsebina:

- 1. Upravljanje človeških virov kot strategija in tehnika globalnega upravljanja**
 - človeški viri kot strateški dejavnik
 - teorije, koncepti in izzivi na področju razvoja strateškega upravljanja človeških virov
- 2. Trendi, ki vplivajo na UČV**
 - Demografski trendi
 - Ekonomski trendi
 - Tehnološki trendi
 - Potrebne veščine in kompetence
- 3. Strateški pristopi h kreativnemu upravljanju človeških virov**
 - upravljanje človeških virov kot proaktivna funkcija
 - strateško upravljanje človeških virov kot poslovodska funkcija
 - Strateško načrtovanje človeških virov
- 4. Ključni funkcije kreativnega UČV na delovnem mestu**
 - pridobivanja, selekcija in zaposlovanje kadrov
 - usposabljanje in razvoj
 - upravljanje delovne uspešnosti
 - sistem nagrajevanja
 - zadrževanje in motivacija zaposlenih
 - odnosi z zaposlenih
 - varnost in zdravje na delovnem mestu

Content (Syllabus outline):

- 1. Human resource management as a strategy and technique of global management**
 - human resources as a strategic factor
 - theories, concepts and challenges in the field of strategic human resource management development
- 2. Trends affecting HRM**
 - Demographic trends
 - Economic trends
 - Technological trends
 - Required skills and competencies
- 3. Strategic approaches to creative human resource management**
 - human resource management as a proactive function
 - strategic human resource management as a management function
 - strategic planning of human resources
- 4. Key features of the creative HRM in the workplace**
 - acquisition, selection and staff recruitment
 - training and development
 - performance management
 - remuneration
 - employee retention and motivation
 - labor relations
 - safety and health at work

Temeljni literatura in viri / Readings:

- Human Resource Management (2016). Open University of Hong Kong. <http://www.opentextbooks.org.hk/ditabook/32088> . str. 27-50; 78-170; 189-206; 224-242; 321-354.
- VEINGERL ČIČ, Živa, ŠAROTAR ŽIŽEK, Simona. Upravljanje s človeškimi viri v industriji 4.0. V: ŠAROTAR ŽIŽEK, Simona (ur.), et al. *Pametna proizvodnja : pametna proizvodnja - managementski vidik in vidik zaposlenih = Smart production : [smart production - management aspect and the aspect of employees]*. 1. izd. Harlow [etc.]: Pearson; Maribor: Ekonomsko-poslovna fakulteta. 2018, str. 304-329.
- Prosojnice nosilke po temah (Veingerl Čič, Ž. (2023)):
 - o 1_KUČVKP_SLO_Osnove upravljanja s človeškimi viri
 - o 2_KUČVKP_SLO_Strateško upravljanje s človeškimi viri
 - o 3_KUČVKP_SLO_Pridobivanje in selekcija
 - o 4_KUČVKP_SLO_Zadrževanje zaposlenih in motivacija
 - o 5_KUČVKP_SLO_Nagrajevanje zaposlenih
 - o 6_KUČVKP_SLO_Razvoj zaposlenih in usposabljanje
 - o 7_KUČVKP_SLO_Karierni razvoj in sistem nasledstev
 - o 8_KUČVKP_SLO_Varnost in zdravje na delovnem mestu

Cilji in kompetence:

Cilje predmeta je, da študenti razumejo vlogo in pomen kreativnega upravljanja človeških virov za doseganje konkurenčnih prednosti podjetja ter so sposobni implementirati ključne modele in metode upravljanja človeških virov v različna poslovna okolja.

Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence:

- Razumevanje in analiza konceptov upravljanja človeških virov in sposobnost njihove kreativne uporabe v dinamičnih spreminjajočih se okoljih;
- Sposobnost analize, načrtovanja in oblikovanja inovativnih strategij in ukrepov za kreativno upravljanje človeških virov;
- Sposobnost prepoznavanja ključnih okoljskih izzivov in njihove inovativne izrabe pri oblikovanju strategij upravljanja človeških virov za konkurenčne prednosti,
- Uporaba različnih pristopov k vrednotenju učinkov vlaganj v usposabljanja,
- Razumevanje povezanosti med upravljanjem uspešnosti in širšo strategijo upravljanja človeških virov ,

Objectives and competences:

The objectives of the course are that students understand the role and importance of creative human resource management to achieve competitive advantages of the company and are able to implement key models and methods of human resource management in different business environments.

Students will acquire the following general and subject-specific competencies in the course:

- Understanding and analysis HRM concepts and the ability to use them creatively in dynamic changing environments;
- Ability to analyze, plan and design innovative strategies and measures for creative HRM;
- Ability to identify key environmental challenges and make innovative use of them in designing HRM strategies for competitive advantage,
- Use of different approaches to evaluating the effects of investment in training,
- Understanding the link between performance management and the broader human resource management strategy,

- Sposobnost kritičnega ovrednotenja prevladujočih modelov zaposlovanja, nagrajevanja in zadrževanja zaposlenih,
- sposobnost sooblikovanja ustvarjalnega, uspešnega in zdravega delovnega okolja
- osebne, komunikacijske in druge socialne kompetence za učinkovito delovanje.

- Ability to critically evaluate the prevailing models of recruitment, remuneration and retention of employees,
- Ability to co-create a creative, successful and healthy work environment
- Personal, communication and other social competencies for effective functioning.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent/-ka bo:

- razumel-a koncept strateškega upravljanja človeških virov in narave strateških procesov ter bo znal odgovoriti na izzive in na nekatera kritičnima vprašanja in razprave na tem področju ;
- znal pripraviti konkreten predlog aktivnosti in ukrepov UČV na podlagi študije primera,
- razumel in znal pripraviti predlog zadržanja in motiviranja zaposlenih,
- znal pripraviti osnutek predloga sistema upravljanja uspešnosti.

Intended learning outcomes:

Knowledge and understanding:

The student will:

- understand the concept of strategic human resource management and the nature of strategic processes and will be able to respond to challenges and some critical questions and discussions in this field;
- be able to prepare a concrete proposal of HRM activities and measures on the basis of a case study,
- understand and know how to prepare a proposal for retaining and motivating employees,
- be able to prepare a draft proposal of a performance management system.

Metode poučevanja in učenja:

Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov)

Sodelovalno skupinsko delo: seminarske vaje (projektno delo, timsko delo)

Individualno delo: individualne aktivnosti (naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, javni nastop, pisni izdelki)

Študij v virtualnem okolju: sodelovalne in individualne aktivnosti (naloge, forum, klepetalnica, študij gradiva)

Drugo: študijski obiski, ekskurzije

Opredeljene metode poučevanja in učenja so pri študiju na daljavo ustrezno podprte s sodobnimi

Learning and teaching methods:

Frontal work: lectures with active participation of students (explanation, discussion, solving cases)

Collaborative group work: tutorials (project work, team work)

Individual work: individual activities (assignments, study of literature and sources, development and research work, reflection, self-assessment, public speaking, written products)

Study in a virtual environment: collaborative and individual activities (assignments, forum, chat room, study materials)

Other: study visits, excursions

informativsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.

The defined teaching and learning methods in distance learning are adequately supported by modern information and communication tools and complemented by effective approaches to teaching and learning in a virtual learning environment.

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

Sprotno preverjanje in ocenjevanje znanja:		Continuous knowledge assessment:
<ul style="list-style-type: none"> • krajši pisni izdelki • daljši pisni izdelki • online test 	<p>25</p> <p>55</p> <p>20</p>	<ul style="list-style-type: none"> • Shorter individual assignments • Complex written assignment • Online test
Končno preverjanje in ocenjevanje znanja:		Final knowledge assessment:
<ul style="list-style-type: none"> • pisni izpit • individualne naloge 	<p>80</p> <p>20</p>	<ul style="list-style-type: none"> • Written exam • Individual assignments

Reference nosilca / Lecturer's references:

- DIVJAK, Marko, VEINGERL ČIČ, Živa. How to enhance the employee well-being at work?. *International journal of management, knowledge and learning*. [Spletna izd.]. 2021, vol. 10, str. 109-114, tabele. ISSN 2232-5697. <https://toknowpress.net/ISSN/2232-5697/10.109-114.pdf>, DOI: [10.53615/2232-5697.10.109-114](https://doi.org/10.53615/2232-5697.10.109-114). [COBISS.SI-ID [73859587](https://www.cobiss.si/id/73859587)]
- OVIN, Rasto, DIVJAK, Marko, VEINGERL ČIČ, Živa, MAČEK, Anita. Elderly population and labour market stabilization in Europe : the case of Slovenia. *Naše gospodarstvo : revija za aktualna gospodarska vprašanja*. [Tiskana izd.]. 2021, letn. 67, št. 2, str. 40-48, tabele. ISSN 0547-3101. <http://ng-epf.si/index.php/ngoe/article/viewFile/263/246>, DOI: [10.2478/ngoe-2021-0011](https://doi.org/10.2478/ngoe-2021-0011). [COBISS.SI-ID [70201603](https://www.cobiss.si/id/70201603)]
- ŠAROTAR ŽIŽEK, Simona, NEDELKO, Zlatko, MULEJ, Matjaž, VEINGERL ČIČ, Živa. Key performance indicators and industry 4.0 - a socially responsible perspective. *Naše gospodarstvo : revija za aktualna gospodarska vprašanja*. [Tiskana izd.]. 2020, letn. 66, št. 3, str. 22-35, ilustr. ISSN 0547-3101. <https://content.sciendo.com/view/journals/ngoe/66/3/article-p22.xml>, DOI: [10.2478/ngoe-2020-0015](https://doi.org/10.2478/ngoe-2020-0015). [COBISS.SI-ID [31903491](https://www.cobiss.si/id/31903491)]
- ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa. Osebnost in osebnostni razvoj zaposlenega. *Bančni vestnik : revija za denarništvo in bančništvo*. [Tiskana izd.]. jun. 2018, letn. 67, št. 6, str. 22-34. ISSN 0005-4631. [COBISS.SI-ID [13043228](https://www.cobiss.si/id/13043228)]
- ŠAROTAR ŽIŽEK, Simona, MULEJ, Matjaž, VEINGERL ČIČ, Živa. Pomen samodeterminacije zaposlenih v bančnem sektorju. *Bančni vestnik : revija za denarništvo in bančništvo*. [Tiskana izd.]. mar. 2018, letn. 67, št. 3, str. 39-43. ISSN 0005-4631. [COBISS.SI-ID [12995356](https://www.cobiss.si/id/12995356)]
- ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa. The importance of developmental relations in the workplace. *Anali PAZU HD*. [Tiskana izd.]. dec. 2017, letn. 3, št. 2, str. 2-15, ilustr. ISSN 2386-0219. DOI: [10.18690/2386-0219.3.2.1-15\(2017\)](https://doi.org/10.18690/2386-0219.3.2.1-15(2017)). [COBISS.SI-ID [13049372](https://www.cobiss.si/id/13049372)]

- ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa, ŠEBJAN, Urban. Manager za zdravje - modna muha ali nuja za podjetja. *Anali PAZU HD*. [Tiskana izd.]. jun. 2017, letn. 3, št. 1, str. 17-38, ilustr. ISSN 2386-0219. http://hd.anali-pazu.si/sites/default/files/%C5%A1arotar%20%C5%BEi%C5%BEek_simona.pdf. [COBISS.SI-ID [12850204](#)]
- ŠAROTAR ŽIŽEK, Simona, MULEJ, Matjaž, VEINGERL ČIČ, Živa. Results of socially responsible transformational leadership : increased holism and success. *Kybernetes : the international journal of systems & cybernetics*. 2017, vol. 46, no. 3, str. 400-418. ISSN 0368-492X. <http://dx.doi.org/10.1108/K-06-2016-0129>, DOI: [10.1108/K-06-2016-0129](https://doi.org/10.1108/K-06-2016-0129). [COBISS.SI-ID [12726556](#)]
- VEINGERL ČIČ, Živa, BOBEK, Samo, ŠAROTAR ŽIŽEK, Simona. IT employees' job satisfaction - comparative analysis between industries. *Sankalpa : journal of management and research*. 2018, vol. 8, no. 1, str. 3-11. ISSN 2231-1904. [COBISS.SI-ID [13004828](#)]
- VEINGERL ČIČ, Živa, BOBEK, Samo, ŠAROTAR ŽIŽEK, Simona. Hi-tech professionals' intention to quit. *Sankalpa : journal of management and research*. 2017, vol. 7, no. 2, str. 1-11. ISSN 2231-1904. [COBISS.SI-ID [12854812](#)]
- VEINGERL ČIČ, Živa, MULEJ, Matjaž, NEDELKO, Zlatko, ŠAROTAR ŽIŽEK, Simona. Model managementa individualne delovne uspešnosti za pametna (proizvodna) podjetja. *Izzivi managementu : revija o izzivih in dosežkih sodobnega managementa*. [Tiskana izd.]. okt. 2020, letn. 7, št. 2, str. 12-22, 52, ilustr. ISSN 2350-5435. <http://sam-d.si/revija/letnik-12-stevilka-2-oktober-2020/>. [COBISS.SI-ID [44212227](#)]
- VEINGERL ČIČ, Živa, MULEJ, Matjaž, ŠAROTAR ŽIŽEK, Simona. Different intelligences' role in overcoming the differences in employee value system. *Kybernetes : the international journal of systems & cybernetics*. 2018, no. 2, vol. 47, str. 343-358. ISSN 0368-492X. <http://www.emeraldinsight.com/doi/full/10.1108/K-06-2017-0200>, DOI: [10.1108/K-06-2017-0200](https://doi.org/10.1108/K-06-2017-0200). [COBISS.SI-ID [12964892](#)]
- VEINGERL ČIČ, Živa, ŠAROTAR ŽIŽEK, Simona. Kontraproduktivno vedenje zaposlenih kot del individualne uspešnosti zaposlenih. *Bančni vestnik : revija za denarništvu in bančništvu*. [Tiskana izd.]. jan-feb. 2018, letn. 67, št. 1/2, str. 41-46. ISSN 0005-4631. [COBISS.SI-ID [12984092](#)]
- VEINGERL ČIČ, Živa, ŠAROTAR ŽIŽEK, Simona. Zadovoljstvo zaposlenih na delovnem mestu in bančni sektor. *Bančni vestnik : revija za denarništvu in bančništvu*. [Tiskana izd.]. okt. 2018, letn. 67, št. 10, str. 31-40, ilustr. ISSN 0005-4631. [COBISS.SI-ID [13124380](#)]
- VEINGERL ČIČ, Živa, ŠTRUKELJ, Tjaša. Spodbujanje vrednot družbene odgovornosti z organizacijsko kulturo. *Revija za univerzalno odličnost : RUO*. jun. 2017, letn. 6, št. 2, str. 174 -185. ISSN 2232-5204. http://www.fos.unm.si/media/pdf/RUO/2017-6-2/RUO_081_Veingerl_strukelj.pdf. [COBISS.SI-ID [2048421122](#)]
- VEINGERL ČIČ, Živa, VUJICA-HERZOG, Nataša, MAČEK, Anita. Individual work performance management model. *International journal of simulation modelling*. Mar. 2020, vol. 19, no. 1, str. 112-122, ilustr. ISSN 1726-4529. http://www.ijssimm.com/view_articles.html, DOI: [10.2507/IJSIMM19-1-507](https://doi.org/10.2507/IJSIMM19-1-507). [COBISS.SI-ID [513132848](#)]
- VEINGERL ČIČ, Živa, ŠAROTAR ŽIŽEK, Simona. Intergenerational cooperation at the workplace from the management perspective. *Naše gospodarstvo : revija za aktualna gospodarska vprašanja*. [Tiskana izd.]. 2017, letn. 63, št. 3, str. 47-59, ilustr. ISSN 0547-3101. <https://dk.um.si/lzpisGradiva.php?id=68911>, DOI: [10.1515/ngoe-2017-0018](https://doi.org/10.1515/ngoe-2017-0018). [COBISS.SI-ID [12856604](#)]
- DIVJAK, Marko, OVIN, Rasto, MAČEK, Anita, VEINGERL ČIČ, Živa. Digital skill gaps of vulnerable groups of employees and their motivation for training: the case of Slovenia. V: AŠANIN GOLE, Pedja (ur.). *Entrepreneurial and communicative mind in action*. Harlow, cop. 2021. Str. 154-163, ilustr. ISBN 978-1-800-06427-0. [COBISS.SI-ID [75140867](#)]
- ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa, MUMEL, Damijan. Samodeterminacija zaposlenih kot dejavnik dobrega počutja na delovnem mestu. V: ŠAROTAR ŽIŽEK, Simona (ur.), et al. *Izzivi in management na področju sociale in zdravja v moderni informacijski družbi : ponudniki in iskalci zdravstvenih in socialnih storitev v moderni družbi*. 1. izd. Harlow [etc.], 2019. Str. 70-90. ISBN 978-1-787-64287-4. [COBISS.SI-ID [13333788](#)]

- ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa. Metode za razvoj sodelavcev : coaching, mentorstvo, sponzorstvo. V: ŠAROTAR ŽIŽEK, Simona (ur.), et al. *Družbeno odgovorno ravnanje z deležniki koristi vsem*. Maribor, 2018. Str. 84-97. Zbirka Sodobni izzivi managementa človeških virov, knj. 3. ISBN 978-961-94514-2-7. <http://www.irido.si/wp-content/uploads/2018/12/3.-knjiga-DRU%C5%BDBENO-ODGOVORNO-RAVNANJE-Z-DELE%C5%BDNIKI-KORISTI-VSEM.pdf>. [COBISS.SI-ID [13243676](#)]
- ŠAROTAR ŽIŽEK, Simona, TREVEN, Sonja, VEINGERL ČIČ, Živa. Učinkovitost in uspešnost organizacije na splošno in v povezavi z industrijo 4.0. V: ŠAROTAR ŽIŽEK, Simona (ur.), et al. *Pametna proizvodnja : pametna proizvodnja - managementski vidik in vidik zaposlenih = Smart production : [smart production - management aspect and the aspect of employees]*. 1. izd. Harlow [etc.], 2018. Str. 254-276. ISBN 978-1-78764-186-0. [COBISS.SI-ID [13287452](#)]
- ŠPREM, Mihajlo, VEINGERL ČIČ, Živa. Važnost kreativnosti kroz karijerno uspešnost u sektoru marketinga = The importance of creativity through career success in the marketing sector. V: OVIN, Rasto (ur.), LAZAR, Nuša (ur.). *Znanje za prihodnost : monografija Doba Fakultete 2021*. Maribor, 2021. Str. 177-197. Zbirka Spoznanja iz ekonomskih ter uporabnih poslovnih in družbenih študij. ISBN 978-961-7061-11-6. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID [97494531](#)]
- VEINGERL ČIČ, Živa, BOBEK, Samo, ŠAROTAR ŽIŽEK, Simona. The difference between individual work performances in researched countries. V: BIRDIE, Arvind K. (ur.). *Cross-cultural exposure and connections : intercultural learning for global citizenship*. Oakville, ON, Canada; Palm Bay, Florida, USA, cop. 2021. Str. 97-125, graf. prikazi. 21st century business management. ISBN 978-1-77188-812-7, ISBN 978-0-42927-596-8. [COBISS.SI-ID [27537667](#)]
- VEINGERL ČIČ, Živa, MLADIČ, Mirjana. Employee performance and corporate social responsibility. V: MULEJ, Matjaž (ur.), O'SULLIVAN, Grażyna (ur.), ŠTRUKELJ, Tjaša (ur.). *Social responsibility and corporate governance. Vol. 2, Policy and practice*. Cham, cop. 2021. Str. 229-262. Palgrave studies in governance, leadership and responsibility. ISBN 978-3-030-46094-5. ISSN 2662-1304. [COBISS.SI-ID [40785411](#)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 22. 6. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Metodologija raziskovanja

Course title: Research methodology

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme – 2 nd cycle International Innovative Business Management	/	1st	/

Vrsta predmeta / Course type

Obvezni/Compulsory

Univerzitetna koda predmeta / University course code:

MRA

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija študija	Samost. delo Individ. work	ECTS
20	24	0	0	0	189	9

Nosilec predmeta / Lecturer:

doc. dr. Marko Divjak

Jeziki /

Predavanja / Lectures: Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Languages:

Vaje / Tutorial: Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Uspešno zaključen prvostopenjski študij.

Prerequisites:

Successfully completed bachelor degree.

Vsebina:

1. opredelitev raziskovalne teme in postavljanje primernih in preverljivih raziskovalnih vprašanj;
2. raziskovalni dizajni zbiranja podatkov (npr. eksperiment, prečna študija, longitudinalna študija, študija primera);
3. raziskovalni strategiji in metode/tehnike zbiranja podatkov v kvantitativnem in kvalitativnem raziskovanju;
4. opredelitev ciljne populacije ter vzorčenje v kvantitativnem in kvalitativnem raziskovanju;
5. priprava vprašanj za zbiranje podatkov v intervjujih in anketnih vprašalnikih;
6. osnove etičnih vidikov v raziskovanju;
7. priprava dispozicije (načrta) raziskave.

Content (Syllabus outline):

1. Definition of the research topic and formulating adequate and researchable research questions;
2. Research designs for data collection (e.g. experiment, cross-sectional design, longitudinal design, case study);
3. Research strategies and methods/techniques of data collection in quantitative and qualitative research;
4. Definition of the target population and sampling in quantitative and qualitative research;
5. Preparation of data collection questions in interviews and questionnaires;
6. The basics of ethical principles in research;
7. Preparation of a research proposal.

Temeljni literatura in viri / Readings:**Obvezna literatura / Mandatory readings:**

- Clark, T., Foster, L., Sloan, L. in Bryman, A. (2021). *Bryman's Social Research Methods* (6. izdaja). Oxford: Oxford University Press. Poglavlja 1-4, 7-8, 15, 16-17, 23.
- Saunders, M., Lewis, P., Thornhill, A. (2019). *Research Methods for Business Students* (8. izdaja). Harlow, UK: Pearson Education Limited. Poglavlja 2, 6.4, 8, 10-11.
- Divjak, M. (2022). Postavljanje vprašanj v anketah in intervjujih. Maribor: DOBA Fakulteta. Dostop Opomba: odprti učni vir (OER).
- Bahari, S. F. (2010). Qualitative versus quantitative research strategies: contrasting epistemological and ontological assumptions. *Jurnal Teknologi*, 52, p. 17-28. Dostopno na: <https://sainshumanika.utm.my/index.php/sainshumanika/article/view/256/253>
- Bhattacharjee, A. (2012). *Social Science Research: Principles, Methods, and Practices*. University of South Florida: Scholar Commons. Dostop: https://scholarcommons.usf.edu/cgi/viewcontent.cgi?article=1002&context=oa_textbooks
 - o poglavje 16 (str. 137-142): Research ethics. Opomba: odprti učni vir (OER).
- Blackstone, A. (2014). *Principles of sociological inquiry – Qualitative and quantitative methods*. Dostop: <http://www.saylor.org/site/textbooks/Principles%20of%20Sociological%20Inquiry.pdf>
 - o poglavje 3 (str. 25-36): Research ethics.
 - o Poglavje 4.4 (str. 44-47): Is it a question? Opomba: Odprti učni vir (OER).
- Greener, S. (2008). *Business Research Methods*. Dostopno na: https://www.academia.edu/35795941/Greener_S_Business_Research_Methods poglavje 5 (str. 47-53): Choosing samples from populations.

Cilji in kompetence:

Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence:

Objectives and competences:

Students develop the following general and subject-specific competencies during the course:

- poznavanje osnovnih metodoloških konceptov in razumevanje njihove medsebojne povezanosti in soodvisnosti;
- sposobnost prepoznavanja in konkretizacije problemov v poslovnem okolju ter uporabe ustreznih metodoloških pristopov za reševanje problemov;
- sposobnost natančnega načrtovanja raziskave (priprava dispozicije raziskave) in umestitve v širši kontekst (povezava teorija – praksa);
- sposobnost samostojne uporabe znanstvenih metod v poslovnem raziskovanju in pri sprejemanju poslovnih odločitev;
- kritična presoja in zmožnost argumentiranja lastnih stališč in odločitev;
- komunikacijske veščine in veščine timskega dela;
- sposobnost iskanja informacij v strokovnih in znanstvenih virih.

Predvideni študijski rezultati:

- The knowledge of the basic methodological concepts and understanding their interrelationships and interdependence;
- The ability to recognize and concretize problems in a business environment and to adopt appropriate methodological approaches for solving those problems;
- The ability to accurately plan the research (preparation of a research proposal) and to put it in a broader context (the linkage theory – practice);
- The ability to independently use scientific methods in business research and in making business decisions;
- Critical judgement and the ability to argue about own viewpoints and decisions;
- Communication and teamwork skills;
- The ability to search for information in professional and scientific sources.

Intended learning outcomes:

Znanje in razumevanje:

Študent/-ka bo:

- razumel razlike med raziskovalnim področjem in raziskovalno temo in bo sposoben izbrano raziskovalno temo ustrezno opredeliti;
- znal oblikovati ustrezno glavno raziskovalno vprašanje (v povezavi z izbrano raziskovalno temo) in iz njega izpeljati primerna specifična raziskovalna vprašanja;
- razumel razlike med temeljnimi raziskovalnimi dizajni in jih znal ovrednotiti v kontekstu vzročno-posledičnega zaključevanja;
- razumel razlike med osnovnima filozofskima paradigmama raziskovanja in ju znal povezati z ustrezno raziskovalno strategijo;
- poznal in razumel prednosti/slabosti različnih metod/tehnik zbiranja podatkov in jih znal povezati z ustrezno raziskovalno strategijo;
- razumel prednosti in slabosti različnih tehnik verjetnostnega in neverjetnostnega vzorčenja in znal izbrati primerno tehniko glede na izbrano raziskavo (raziskovalno temo);
- znal oblikovati primerna vprašanja za zbiranje podatkov (bodisi v okviru ankete ali intervjuja), ki omogočajo pridobitev odgovorov na zastavljena raziskovalna vprašanja;

Knowledge and understanding:

Student will produce the following deliverables during the course:

- Understand the difference between the research area and the research topic and will be able to correctly define the selected research topic;
- Be able to formulate an appropriate general research question (according to the selected research topic) and to concretize it by means of adequate specific research questions;
- Understand the difference between the main research designs and be able to assess them in the context of causal inferences;
- Understand the difference between two main philosophical paradigms of research and be able to link them with the appropriate research strategy;
- Understand the benefits/weaknesses of various methods/techniques of data collection and be able to link them with the appropriate research strategy;
- Understand the benefits/weaknesses of different probability and non-probability sampling techniques and be able to select the appropriate sampling technique for the given research (research topic);

- spoznal temeljna etična načela v raziskovanju in jih znal smiselno uporabiti pri načrtovanju raziskave;
- znal pripraviti dispozicijo raziskave z vsemi potrebnimi metodološkimi elementi in upoštevanjem njihove medsebojne povezanosti.

- Be able to formulate appropriate data collection questions for interviews and surveys which will enable the formulation of answers to all stated research questions;
- Get acquainted with the basic ethical principles in research and learn how to apply them meaningfully while planning the research;
- Be able to prepare a research proposal with all necessary methodological elements, taking into account their interconnections.

Metode poučevanja in učenja:

Learning and teaching methods:

Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov) v virtualnem okolju (video konferenca)
Sodelovalno delo: projektno delo, timsko delo, delo v virtualnem učnem okolju
Individualno delo: naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, pisni izdelki, delo v virtualnem učnem okolju

Frontal instruction: virtual lectures (video conference) with active involvement of students (explanations, discussion, solving the assignments, examples and case studies)
Collaborative group work: project work, teamwork, work in the virtual learning environment
Individual work: assignments, literature search and study research and development work, reflection, self-evaluation, written assignments, work in the virtual learning environment

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

Način (pisni izpit, ustno izpraševanje, naloge, projekt):		Type (examination, oral, coursework, project):
<u>Sprotno preverjanje in ocenjevanje znanja</u>		<u>Continuous knowledge assessment</u>
<ul style="list-style-type: none"> • krajše individualne naloge • kompleksna timska naloga • online test 	40 30 30	<ul style="list-style-type: none"> • Shorter individual assignments • Complex team assignment • Online test
<u>Končno preverjanje in ocenjevanje znanja</u>		<u>Final knowledge assessment</u>
<ul style="list-style-type: none"> • kompleksna individualna naloga • pisni izpit 	30 70	<ul style="list-style-type: none"> • Complex individual assignment • Written exam

Reference nosilca / Lecturer's references:

- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina. Motivation, learning strategies, and satisfaction of online students: a comparison of low and high achievers. *Sodobna pedagogika*. mar. 2022, letn. 73, št. 1, str. 180-194, ilustr. ISSN 0038-0474. <https://www.sodobna-pedagogika.net/arhiv/nalozi-clanek/?id=2042>. [COBISS.SI-ID [104478211](#)], [SNIP]
- DIVJAK, Marko, VEINGERL ČIČ, Živa. How to enhance the employee well-being at work?. *International journal of management, knowledge and learning*. [Spletna izd.]. 2021, vol. 10, str. 109-114, tabele. ISSN

2232-5697. <https://toknowpress.net/ISSN/2232-5697/10.109-114.pdf>, DOI: [10.53615/2232-5697.10.109-114](https://doi.org/10.53615/2232-5697.10.109-114). [COBISS.SI-ID [73859587](https://www.cobiss.si/record/73859587)]

- OVIN, Rasto, DIVJAK, Marko, MAČEK, Anita. Science and business education = Nauka i poslovno obrazovanje. V: KLINCOV, Radovan (ur.), MATIJEVIĆ, Mile (ur.). *Nauka i praksa poslovnih studija : Zbornik radova = Science and Practice of Business Studies : Collection of Papers*. Banja Luka, 2017. Str. 2-9. ISBN 978-99955-95-08-1. DOI: [10.7251/NPPS17050020](https://doi.org/10.7251/NPPS17050020). [COBISS.SI-ID [6711576](https://www.cobiss.si/record/6711576)]
- DIVJAK, Marko, MAČEK JERALA, Milena, PREVOLNIK RUPEL, Valentina. The implications of motivation and learning strategies of higher education students for education and marketing. V: AŠANIN GOLE, Pedja (ur.), MAČEK, Anita (ur.), OVIN, Rasto (ur.). *Research in theory and practice in contemporary business issues : monograph of the DOBA Business School 2020 = Raziskave v teoriji in praksi sodobnih poslovnih vprašanj : monografija DOBA fakultete 2020*. Brezplačna elektronska izd. Maribor, 2020. Str. 163-173. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-09-3. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID [42889475](https://www.cobiss.si/record/42889475)]
- FLERE, Sergej, DIVJAK, Marko. The study and its operationalization. V: et al. *Slovenian youth 2013 : living in times of disillusionment, risk and precarity*. Maribor, 2014. Str. 21-29, tabele. ISBN 978-953-7043-49-0. [COBISS.SI-ID [20930568](https://www.cobiss.si/record/20930568)]
- LAVRIČ, Miran, DIVJAK, Marko, NATERER, Andrej, LEŠEK, Petra. Raziskovalne metode. V: LAVRIČ, Miran (ur.), et al. *Mladina 2010 : družbeni profil mladih v Sloveniji*. 1. izd. Ljubljana, 2011. Str. 43-61. ISBN 978-961-220-077-0. [COBISS.SI-ID [18220808](https://www.cobiss.si/record/18220808)]
- LAVRIČ, Miran, DIVJAK, Marko, NATERER, Andrej, LEŠEK, Petra. Research methods. V: LAVRIČ, Miran (ur.), et al. *Youth 2010 : the social profile of young people in Slovenia*. 1st ed. Ljubljana, 2011. Str. 45-64, ilustr. ISBN 978-961-220-078-7. [COBISS.SI-ID [18693128](https://www.cobiss.si/record/18693128)]
- DIVJAK, Marko, NOVAK ZABUKOVEC, Vlasta. Predstavitev priročnika za evalvacijo medijskih kampanj v prometu = Evaluation tool for road safety campaigns - a short overview. *Psihološka obzorja*. [Tiskana izd.]. 2011, letn. 20, št. 1, str. 95-100, tabela. ISSN 1318-1874. http://psiholoska-obzorja.si/arhiv_clanki/2011_1/divjak.pdf. [COBISS.SI-ID [45722722](https://www.cobiss.si/record/45722722)]
- DIVJAK, Marko. Delo v virtualnih timih - kompetenca prihodnosti. *DOBA*. 20. maj 2019. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/delo-v-virtualnih-timih-kompetenca-prihodnosti>. [COBISS.SI-ID [17408771](https://www.cobiss.si/record/17408771)]
- OVIN, Rasto, MAČEK, Anita, DIVJAK, Marko, VEINGERL ČIČ, Živa. *Končno poročilo o izvedeni raziskavi "Analiza potreb po digitalnih kompetencah za ranljive skupine"*. Maribor, 2021. 1 spletni vir (1 datoteka PDF (67 str.)), ilustr. <https://www.fakulteta.doba.si/ucitelji-in-raziskovanje/raziskovanje/raziskovalno-razvojni-projekti>. [COBISS.SI-ID [62901251](https://www.cobiss.si/record/62901251)]
- BREGAR, Lea, DIVJAK, Marko, KOLENC, Vesna, LEŠNIK ŠTEFOTIČ, Vesna (avtor, vodja projekta). *Master plan - evalvacija pilotov : raziskovalno poročilo*. Maribor, 2021. 129 str., graf. prikazi. [COBISS.SI-ID [99236867](https://www.cobiss.si/record/99236867)]
- DIVJAK, Marko (avtor, vodja projekta), AŠANIN GOLE, Pedja. *Prepoznavnost, ugled ter percepcija DOBA Fakultete in konkurenčnih visokošolskih zavodov med študenti in diplomanti DOBA Fakultete : poročilo raziskave*. [Maribor], 2018. 48 str., tabele, graf. prikazi. [COBISS.SI-ID [513033520](https://www.cobiss.si/record/513033520)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 22. 6. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Pozitivna psihologija

Course title: Positive Psychology

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	1.	/
Master programme - 2 nd cycle International Innovative Business Management	/	1.	/

Vrsta predmeta / Course type

Obvezni predmet/Compulsory

Univerzitetna koda predmeta / University course code:

PPS

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

doc. dr. Marko Divjak

Jeziki /

Predavanja / Lectures: Slovenski, srbski, angleški, hrvaški

Languages:

Vaje / Tutorial: Slovenski, srbski, angleški, hrvaški

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Za pristop k predmetu ni posebnih pogojev.

There are no prerequisites for the course.

Vsebina:

- izhodišča in temeljni postulati pozitivne psihologije;
- razvoj in razlogi za nastanek pozitivne psihologije kot znanstvene discipline;
- osnovni koncepti pozitivne psihologije (npr. pozitivna čustva, sreča, zanos, optimizem, značajske moči, smisel);
- blagostanje in različni modeli blagostanja (subjektivno in psihološko blagostanje, PERMA model blagostanja);
- aplikativni vidiki in možnosti uporabe pozitivnopsiholoških ukrepov v kontekstu podjetja/organizacije (pozitivno organizacijsko vedenje, psihološki kapital, delovna sreča itd.);
- VIA klasifikacija značajskih vrlin in moči ter drugi preizkusi ugotavljanja in merjenja odlik;
- vodenje na podlagi odlik;
- čuječnost (angl. mindfulness) in uporaba čuječnosti za spoprijemanje s stresom na delovnem mestu;
- pozitivno timsko delo.

Content (Syllabus outline):

- the foundations and the key postulates of positive psychology;
- development and reasons for the establishment of positive psychology as a scientific discipline;
- the basic concepts of positive psychology (e.g. positive emotions, happiness, flow, optimism, character strengths, meaning);
- well-being and different models of well-being (subjective and psychological well-being, PERMA model of well-being);
- applicative aspects and possibilities of applying the positive psychology measures in business organizations (positive organizational behaviour, psychological capital, work happiness etc.);
- VIA classification of character strengths and virtues as well as other instruments for identifying and measuring strengths;
- mindfulness and the use of mindfulness in coping with stress in the workplace;
- positive teamwork.

Temeljni literatura in viri / Readings:

Al Taher, R. (2016). The Classification of Character Strengths and Virtues Dostop: <https://positivepsychology.com/classification-character-strengths-virtues/>

Alidina, S. (2018). 10 ways to be more mindful at work. Dostop: <https://www.mindful.org/10-ways-mindful-work/>

Asplund, J., Harter, J. K., Agrawal, S. and Plowman, S. K. (2016). The Relationship Between Strengths-Based Employee Development and Organizational Outcomes: 2015 Strengths Meta-Analysis. Washington, Gallup, Inc.

Butler, J., Kern, M. L. (2016). The PERMA-Profilers: A brief multidimensional measure of flourishing. International Journal of Well-being, 6(3),1-48. Dostop: https://www.researchgate.net/publication/310512308_The_PERMA-Profiler_A_brief_multidimensional_measure_of_flourishing

Opomba: relevantne so str. 1-4.

Celestine, N. (2016). Broaden-and-Build theory of positive emotions. Dostop:

<https://positivepsychology.com/broaden-build-theory/>

Celestine, N. (2019). What is Positive Organizational Psychology? Dostop: <https://positivepsychology.com/positive-organizational-psychology/>

Černetič, M. (2016). Mehanizmi delovanja čuječnosti: Primer anksioznosti. *Kairos*, 10(3–4), 55–82. Dostop: <https://kairos.skzp.org/index.php/revija/article/view/341/332>
Opomba: razširjeni povzetek je na voljo tudi v angleškem jeziku.

Divjak, M., Veingerl Čič, Ž. (2021). How to Enhance the Employee Well-Being at Work? *International Journal of Management, Knowledge and Learning*, 10, 109-114. Dostop: <https://toknowpress.net/ISSN/2232-5697/10.109-114.pdf>

Froman, L. (2010). Positive psychology in the workplace. *Journal of Adult Development*, 17(2), 59–69. Dostop: <http://www.hp-mos.org.uk/wp-content/uploads/2015/06/positive-psy-in-the-workplace.pdf>

Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2002). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. V C. L. Keyes & J. Haidt (ur.), *Flourishing: The positive person and the good life* (str. 205–224). Washington D.C.: American Psychological Association. Dostop: <http://media.gallup.com/documents/whitePaper--Well-BeingInTheWorkplace.pdf>

Harzer, C., Ruch, W. (2013). The Application of Signature Character Strengths and Positive Experiences at Work. *Journal of Happiness Studies*, 14, 965–983. Dostop: https://doc.rero.ch/record/310307/files/10902_2012_Article_9364.pdf

Hodges, T. D., Clifton, D. O. (2004). Strengths-Based Development in Practice. V P. A. Lineley in S. Joseph (Ur.). *Positive Psychology in Practice* (str. 256 – 268). New Jersey: John Wiley & Sons, Inc. Dostop: https://www.researchgate.net/profile/Julian-Barling/publication/232553222_Leading_Well_Transformational_Leadership_and_Well-Being/links/59f7575baca272607e2d7da9/Leading-Well-Transformational-Leadership-and-Well-Being.pdf

Houston, E. (2023). What Are Attributional and Explanatory Styles in Psychology? Dostop: <https://positivepsychology.com/explanatory-styles-optimism/>

Houston, E. (2019). The Importance of Positive Relationships in the Workplace. Dostop: <https://positivepsychology.com/positive-relationships-workplace/>

Hülshager, U. R., Alberts, H. J. E. M., Feinholdt, A. in Lang, J. W. B. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 98, 310–325. Dostop: https://www.researchgate.net/publication/234018520_Benefits_of_Mindfulness_at_Work_The_Role_of_Mindfulness_in_Emotion_Regulation_Emotional_Exhaustion_and_Job_Satisfaction

Kun, A., Balogh, P., Gerákné Krasz, K. (2017). Development of the work-related well-being questionnaire based on Seligman's PERMA model. *Periodica Polytechnica Social and Management Sciences*, 25(1), 56-63. Dostop: <https://pp.bme.hu/so/article/download/9326/7217/>
Opomba: na koncu članka so predstavljene tudi implikacije spremljanja in nekateri ukrepi za krepitev blagostanja na delovnem mestu.

Kun, A., & Gadanez, P. (2019). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian teachers. *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*. Advance online publication (12 str.). Dostop: <https://doi.org/10.1007/s12144-019-00550-0>. Dostop: https://www.researchgate.net/publication/337760154_Workplace_happiness_well-being_and_their_relationship_with_psychological_capital_A_study_of_Hungarian_Teachers
Opomba: na koncu so predstavljene tudi nekatere smernice za krepitev psihološkega kapitala, blagostanja in delovne sreče.

Langer, E. J. in Moldoveanu, M. (2000). The construct of mindfulness. *Journal of Social Issues*, 56(1), 1–9. Dostop: https://www.researchgate.net/publication/227627445_The_Construct_of_Mindfulness

Lewis, S. (2015). Using positive psychology to produce high performing teams. Dostop: <https://www.acukltd.com/knowledge-warehouse/2015/8/27/using-positive-psychology-to-produce-high-performing-teams>

Linley, P. A., Joseph, S., Harrington, S. in Wood, A. M. (2006). Positive psychology: Past, present, and (possible) future. *The Journal of Positive Psychology*, 1, 3–16. Dostop: https://www.researchgate.net/publication/233304144_Positive_Psychology_Past_Present_and_Possible_Future

Niemiec, R. M. (2014). Use Your Strengths to Boost Happiness. Dostop: <https://www.viacharacter.org/topics/articles/use-your-strengths-to-boost-happiness>

Niemiec, R. M. (2019). 10 Ways to Celebrate Strengths in the Workplace. Dostop: <https://www.viacharacter.org/topics/articles/10-ways-to-celebrate-strengths-in-the-workplace>

Niemiec, R. M. (2019). Research Points to Two Main Reasons to Focus on Strengths. Dostop: <https://www.viacharacter.org/topics/articles/research-points-two-main-reasons-focus-strengths>

Niemiec, R. M. (2019). Finding the golden mean: the overuse, underuse, and optimal use of character strengths. *Counselling Psychology Quarterly*, DOI: 10.1080/09515070.2019.1617674. Dostop: https://www.researchgate.net/publication/333222366_Finding_the_golden_mean_the_overuse_underuse_and_optimal_use_of_character_strengths

Park, N., Peterson, C. (2009). Character Strengths: Research and Practice. *Journal of College and Character*, 10(4), DOI: 10.2202/1940-1639.1042. Dostop: <https://www.tandfonline.com/doi/pdf/10.2202/1940-1639.1042>

Ruch, W., Gander, F., Platt, T, Hofmann, J. (2018). Team roles: Their relationships to character strengths and job satisfaction. *Zurich Open Repository and Archive*. Dostop: https://inside.nku.edu/content/dam/nkustrong/docs/team_roles_fullmanuscript.pdf

Seligman, M. E. P. in Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American psychologist*, 55, 5–14. Dostop: https://www.researchgate.net/publication/11946304_Positive_Psychology_An_Introduction

Sutton, J. (2016). Positive psychology: An introduction. Dostop: <https://positivepsychology.com/positive-psychology-an-introduction-summary/>
Opomba: članek povzema klasični članek Seligmana in Csikszentmihalyija iz leta 2000.

Sutton, J. (2016). The psychology of teamwork: The 7 habits of highly effective teams. Dostop:

<https://positivepsychology.com/psychology-teamwork/>

The Foundation for a Mindful Society (2020). Getting started with mindfulness. Dostop: <https://www.mindful.org/meditation/mindfulness-getting-started/>

van Woerkom, M. (2021). Building Positive Organizations: A Typology of Positive Psychology Interventions. *Frontiers in Psychology*, 12. Dostop: <https://www.frontiersin.org/articles/10.3389/fpsyg.2021.769782/full>

Vazquez, C., Hervas, G., Rahona, J. J., Gomez-Baya, D. (2009). Psychological well-being and health. Contributions of positive psychology. *Annals of Clinical and Health Psychology*, 5, 15-27. Dostop: https://www.researchgate.net/publication/228460254_Psychological_well-being_and_health_Contributions_of_positive_psychology

West, B. J., Patera, J. L., Carsten, M. K. (2009). Team Level Positivity: Investigating Positive Psychological Capacities and Team Level Outcomes. *Journal of Organizational Behavior*, 30, 249–267. Dostop: <https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1020&context=managementfacpub>

Zandi H, Amirinejad A, Azizifar A, Aibod S, Veisani Y, Mohamadian F. (2021). The effectiveness of mindfulness training on coping with stress, exam anxiety, and happiness to promote health. *Journal of Education and Health Promotion*, 10(1), doi: 10.4103/jehp.jehp_616_20. Dostop: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8249950/pdf/JEHP-10-177.pdf>

Cilji in kompetence:

Študentje bodo pri predmetu pridobili naslednje splošne in predmetno-specifične kompetence:

- poglobljanje in razširjanje temeljnih in uporabnih psiholoških znanj ter povezovanje z interdisciplinarnimi znanji drugih sorodnih ved;
- sposobnost sooblikovanja ustvarjalnega, uspešnega in zdravega delovnega okolja;
- osebne, komunikacijske in druge socialne kompetence za učinkovito delovanje v strokovnih timih;
- poznavanje in razumevanje osnov in temeljnih konceptov pozitivne psihologije ter možnosti njene uporabe v sodobnem poslovanju, kot tudi na področju osebnega razvoja;
- usposobljenost za načrtovanje uporabe konceptov pozitivne psihologije v organizacijah s ciljem krepitve blagostanja, delovne sreče ali doseganja drugih pozitivnih poslovnih ter organizacijskih izidov, vključno s kritično refleksijo pozitivnopsiholoških ukrepov in pričakovanih učinkov;

Objectives and competences:

Students will acquire the following general and subject-specific competencies:

- consolidation and expansion of fundamental psychological knowledge and knowledge of applied psychology and connections with interdisciplinary knowledge from other related disciplines;
- the ability to co-shape a creative, successful, and healthy work environment;
- personal, communication and other social skills for effective cooperation in expert teams;
- knowledge and understanding of the basics and the key concepts of positive psychology and the ability to use them in the field of modern business and for the purpose of personal growth;
- the ability to plan the application of positive psychology concepts in organizations in order to enhance well-being, work happiness or to achieve other positive organizational outcomes, taking into account the critical reflection of positive psychology measures and their expected results;

- poznavanje modelov in klasifikacij značajskih moči, vrlin oz. odlik ter prepoznavanje priložnosti za nadaljnji razvoj in krepitev uporabe značilnih značajskih moči (odlik) tako na osebni kot na poklicnem področju;
- razumevanje in uporaba koncepta »vodenja na podlagi odlik« pri načrtovanju in organiziranju delovnih procesov v izbrani organizaciji;
- poznavanje osnov čuječnosti in zmožnost uporabe tehnik čuječnosti za spoprijemanje s stresom na delovnem mestu;
- razumevanje in praktična uporaba znanja s področja pozitivnega timskega dela;
- usposobljenost za vrednotenje in večanje lastnih osebnostnih potencialov in motiviranost za vsestranski osebnostni razvoj.

Predvideni študijski rezultati:

- knowledge of the models and classifications of character strengths and virtues and recognising the opportunities for the further development and enhanced usage of signature character strengths both in personal and professional life;
- understanding and usage of the concept "strengths-based leadership" while planning and organising the working processes in a given organization;
- knowledge of the basics of mindfulness and the ability to use the mindfulness techniques for the purpose of stress management in the workplace;
- understanding and usage of knowledge in the field of positive teamwork;
- the ability to evaluate and enhance one's own personality potentials and being motivated for a versatile personal development.

Intended learning outcomes:

Študent/-ka bo:

- razumel osnovne predpostavke in razloge za nastanek pozitivne psihologije kot samostojne znanstvene discipline ter osrednje koncepte, ki jih pozitivna psihologija preučuje,
- spoznal lastno raven blagostanja in znal načrtovati primerne ukrepe za krepitev blagostanja pri sebi in pri sodelavcih v izbrani organizaciji,
- spoznal lastno raven psihološkega kapitala in znal načrtovati ukrepe za krepitev psihološkega kapitala pri sebi in pri sodelavcih v izbrani organizaciji,
- znal izbrati primeren pozitivnopsihološki ukrep glede na aktualne izzive izbrane organizacije in načrtovati uvedbo ukrepa s ciljem odpravljanja izzivov in doseganja pozitivnih organizacijskih izidov;
- spoznal svoje značilne značajske moči in opredelil priložnosti za pogostejšo uporabo značilnih značajskih moči tako na osebni kot poklicnem področju;
- znal načrtovati uvedbo »vodenja na podlagi odlik« v izbrani organizaciji;
- znal izvajati eno izmed tehnik čuječnosti in bo zmožen kritično ovrednotiti njeno učinkovitost pri soočanju s stresom;

The student will:

- understand the basic assumptions and reasons for the establishment of positive psychology as an independent scientific discipline and be familiar with the main concepts, which positive psychology investigates,
- be acquainted with one's own level of well-being and be able to plan proper measures to enhance his/her well-being and the well-being of colleagues in a given organization,
- be acquainted with one's own level of psychological capital and be able to plan proper measures to enhance his/her psychological capital and the psychological capital of colleagues in a given organization,
- be able to select a proper positive psychology measure taking into account the actual challenges in an organization and to plan the implementation of the measure in order to resolve the challenges and achieve positive organisational outcomes,
- be acquainted with one's own signature character strengths and propose the opportunities for the more frequent use of signature character strengths both in personal and professional life,

- zmožen ključna spoznanja in ugotovitve pozitivne psihologije prenesti na področje timskega dela in izboljšati kakovost timskega sodelovanja.

- be able to plan the implementation of the “strengths-based leadership” in a given organization,
- be able to practice one of the mindfulness techniques and critically evaluate its effectiveness in coping with stress,
- be able to transfer the key findings of positive psychology into the field of teamwork and improve the quality of his/her team cooperation.

Metode poučevanja in učenja:

Learning and teaching methods:

Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, razgovor, diskusija, panel diskusija, opazovanje, reševanje primerov in nalog ...)

Delo v manjših skupinah ali dvojicah: projektno delo, timsko delo, študija primerov, problemsko učenje, igra vlog, sodelovalno učenje, simulacije, vrstniška kritika ...

Individualno delo: poglobljen kritičen študij literature in virov, reflektivno učenje, predstavitev, samoocenjevanje, priprava pisnih izdelkov, testov, razvojno in raziskovalno delo, delo v virtualnem učnem okolju ...

Opređeljene metode poučevanja in učenja so pri online študiju ustrezno podprte s sodobnimi informacijsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.

Frontal work: lectures with active student involvement (explanation, conversation, discussion, panel discussion, observation, problem and task solving ...)

Pair or group work: project work, team work, case studies, problem learning, role play, collaborative learning, simulations, peer reviews ...

Individual work: in-depth critical study of literature, reflective learning, presentation, self-assessment, written assignments, tests, research work, tasks in VLE ...

The listed teaching and learning methods have been in online learning supported by modern information and communication tools and complemented by online teaching approaches in the VLE.

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

Način (pisni izpit, ustno izpraševanje, naloge, projekt):	Weight (in %)	Type (examination, oral, coursework, project):
<u>Sprotno preverjanje in ocenjevanje znanja</u> <ul style="list-style-type: none"> • krajše individualne naloge • kompleksna timska naloga 	60 %	<u>Continuous knowledge assessment</u> <ul style="list-style-type: none"> • Shorter individual assignments • Complex team assignment
<u>Končno preverjanje in ocenjevanje znanja</u> <ul style="list-style-type: none"> • kompleksna individualna naloga 	40 %	<u>Final knowledge assessment</u> <ul style="list-style-type: none"> • Complex individual assignment

• pisni izpit	60 %	• Written exam
---------------	------	----------------

Reference nosilca / Lecturer's references:

- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina. Motivation, learning strategies, and satisfaction of online students: a comparison of low and high achievers. *Sodobna pedagogika*. mar. 2022, letn. 73, št. 1, str. 180-194, ilustr. ISSN 0038-0474. <https://www.sodobna-pedagogika.net/arhiv/nalozi-clanek/?id=2042>. [COBISS.SI-ID 104478211],
- DIVJAK, Marko, VEINGERL ČIČ, Živa. How to enhance the employee well-being at work?. *International journal of management, knowledge and learning*. [Spletna izd.]. 2021, vol. 10, str. 109-114, tabele. ISSN 2232-5697. <https://toknowpress.net/ISSN/2232-5697/10.109-114.pdf>, DOI: 10.53615/2232-5697.10.109-114. [COBISS.SI-ID 73859587]
- DIVJAK, Marko. Profesorji kot "pozitivni voditelji". *DOBA*. 02. avgust 2021. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/clanek-profesorja-doba-fakultete-profesorji-kot-pozitivni-voditelji>. [COBISS.SI-ID 105606659]
- DIVJAK, Marko. Pomen pozitivne psihologije pri komunikaciji s sodelavci. *ADMA*. nov./dec. 2018, letn. 5, št. 24, str. 22-23, ilustr. ISSN 2386-0308. [COBISS.SI-ID 513050160]
- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina, MUSEK LEŠNIK, Kristijan. Do different personality types of online students require individualised pedagogical approaches?. V: GÓMEZ CHOVA, Louis (ur.). *Edulearn18 : conference proceedings*. 10th International Conference on Education and New Learning Technologies, Palma (Spain), 2nd-4th of July, 2018. [Palma], 2018. Str. 4304-4311. EDULEARN proceedings (Internet). ISBN 978-84-09-02709-5. ISSN 2340-1117. <https://library.iated.org/view/DIVJAK2018DOD>, DOI: 10.21125/edulearn.2018.1085. [COBISS.SI-ID 513033008]
- DIVJAK, Marko, KOLENC, Vesna. How to make teamwork in a virtual learning environment more successful?. V: AŠANIN GOLE, Pedja (ur.). *Turn innovative ideas into reality : reviewed extended abstracts of the 8th International Scientific Conference of the DOBA Business School*. Maribor, 2018. Str. 102-104. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-00-0. [https://www.fakulteta.doba.si/upload/pdf_dokumenti/turn_innovative_ideas_into_reality\(1\).pdf](https://www.fakulteta.doba.si/upload/pdf_dokumenti/turn_innovative_ideas_into_reality(1).pdf). [COBISS.SI-ID 513047856]
- DIVJAK, Marko, OVIN, Rasto, MAČEK, Anita, VEINGERL ČIČ, Živa. Digital skill gaps of vulnerable groups of employees and their motivation for training: the case of Slovenia. V: AŠANIN GOLE, Pedja (ur.). *Entrepreneurial and communicative mind in action*. Harlow, cop. 2021. Str. 154-163, ilustr. ISBN 978-1-800-06427-0. [COBISS.SI-ID 75140867]
- JOVIĆ, Valentina, DIVJAK, Marko. Predviđanje radne uspešnosti IT zaposlenika na temelju emocionalne inteligencije = Predicting the work performance of IT employees based on emotional intelligence. V: OVIN, Rasto (ur.), LAZAR, Nuša (ur.). *Znanje za prihodnost : monografija Doba Fakultete 2021*. Maribor, 2021. Str. 164-176. Zbirka Spoznanja iz ekonomskih ter uporabnih poslovnih in družbenih študij. ISBN 978-961-7061-11-6. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID 97483267]
- DIVJAK, Marko, VEINGERL ČIČ, Živa. Poiščimo notranje vire za učinkovito soočanje z neprijetnimi emocijami. *DOBA*. 19. april 2020. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/poiscimo-notranje-vire-za-ucinkovito-soocanje-z-neprijetnimi-emocijami>. [COBISS.SI-ID 16518147]
- DIVJAK, Marko (avtor, vodja projekta), PREVOLNIK RUPEL, Valentina, MUSEK LEŠNIK, Kristijan. *Osebnostne značilnosti in učno vedenje online študentov DOBA Fakultete : poročilo*

raziskovalnega projekta Smart DOBA. [Maribor], 2017. 70 str., tabele, graf. prikazi. [COBISS.SI-ID [513033264](#)]

- DIVJAK, Marko. *Pozitivna psihologija pri vodenju in medosebnih odnosih : prispevek na ADMA 2018, Jesenski posvet pisarniške odličnosti, "Poletite na krilih znanja", 8. in 9. nov. 2018, Maribor*. [COBISS.SI-ID [513049648](#)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 22. 6. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Mednarodni marketing
Course title:	International marketing

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	2.	/
Master programme - 2 nd cycle International Innovative Business Management	/	2.	/

Vrsta predmeta / Course type

Obvezni / Compulsory

Univerzitetna koda predmeta / University course code:

MM

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
18	12				125	6

Nosilec predmeta / Lecturer:

prof. dr. Tina Vukasović

Jeziki /

Languages:

Predavanja /

Lectures:

Vaje / Tutorial:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Osnove marketinga.

Marketing basics.

Vsebina:

Predmet posreduje vsebinske, odločitvene in konceptualne osnove za tržno delovanje podjetja na mednarodnih trgih. Vključuje spoznanja o sodobni zasnovi mednarodnega marketinga, odločitvenih orodjih in konceptih za podporo izvajanja marketinških aktivnosti na mednarodnih trgih.

Predvideni vsebinski sklopi:

- SODOBNI POMEN IN RAZSEŽNOSTI MEDNARODNEGA MARKETINGA: razvoj in pomen mednarodnega marketinga, dejavniki sprememb na mednarodnih trgih, mednarodna konkurenčnost podjetij
- ANALIZA OKOLIJ MEDNARODNEGA MARKETINGA: ekonomsko, politično, pravno-zakonodajno, sociokulturno okolje, informacijsko-tehnološko okolje, ekološko okolje, pomen analize okolij kot podlaga za odločanje o vstopu na tuje trge (PEST/SLEPT/C analiza)
- RAZISKOVANJE TUJIH TRGOV: opredelitev mednarodnih tržnih raziskav, proces mednarodnih tržnih raziskav
- IZBOR TUJIH TRGOV IN ODLOČITVE O VSTOPU NA TRGE: značilnosti in proces izbora trgov v mednarodnem marketingu, segmentiranje, diferenciacija/standardizacija v mednarodnem marketingu
- STRATEGIJE VSTOPA NA TUJE TRGE: oblike in načini vstopa podjetij na mednarodne trge
- TRŽENJSKI SPLET V MEDNARODNEM MARKETINGU: mednarodna politika izdelka, mednarodna politika določanja cene, mednarodne tržne poti, mednarodno komuniciranje
- STRATEŠKO UPRAVLJANJE BLAGOVNIH ZNAMK ZA MEDNARODNE TRGE: opredelitev in pomen blagovne znamke, uravnotežen pogled na blagovno znamko, imidž in identiteta, zaznana vrednost blagovne znamke, modeli zaznane vrednosti blagovne znamke
- INTERNET IN ZASNOVA MEDNARODNEGA MARKETINGA: digitalna revolucija

Content (Syllabus outline):

Object to the substantive, decision-making and conceptual basis for marketing the company's operations in international markets. Includes insights on contemporary design international marketing, decision making tools and concepts to support the implementation of marketing activities in international markets.

Scheduled contents:

- The modern meaning and dimension of international marketing: definition of basic concepts, development and the importance of international marketing, factors of change in the international markets and the international competitiveness of companies
- Analysis of international marketing environments: economic, political, legal and regulatory, socio-cultural environment, information technology environment, ecological environment, the importance of analyzing environments as a basis for decisions about entering foreign markets
- Exploring foreign markets: the definition of international marketing research, international marketing research process
 - Selection of foreign markets and the decision to enter the market: characteristics and selection process in international marketing, segmentation, differentiation/standardization in international marketing
- Strategies entry into foreign markets: forms and methods of entering companies to international markets
- The marketing mix in international marketing: the international product policy, international policy of setting prices, international marketing channels, international communication
- Strategic brand management for international markets: the definition and importance of the brand, balanced view of the brand, image and identity, perceived brand value, perceived brand value models
- Internet and international marketing: the digital revolution

Temeljni literatura in viri / Readings:

- Sak Onkvisit in John Shaw (2007). International Marketing: Analysis and strategy. Taylor and Francis Group. New York and London. <https://mebranding.files.wordpress.com/2012/06/international-marketing-strategy-and-theory-4th-edition.pdf> Poglavlja: 1, 4 – 7, 9 – 12, 14 - 16.
- Lynn University (b.l.). International Marketing: <https://core.ac.uk/reader/228460938> poglavje: 1, 4 - 7.
- Vukasović T. (2023): Koncepti v mednarodnem trženju, Tržno okolje, Vedenje porabnikov in nakupni proces odločanja, Raziskave trga, Segmentiranje in pozicioniranje na trgu, Trženjski splet in Organiziranje, izvedba in nadzor mednarodnega marketinga. Prosojnice.
- Zavoloka S. V.A. Usikov (b.l.). INTERNATIONAL MARKETING AND GLOBAL MARKETING: DIFFERENCES AND PROBLEMS <https://core.ac.uk/reader/48402228>
- Navodila za pripravo pisnih nalog DOBA fakultete

Video gradivo:

- predavanje prof. dr. Vukasović, T. (2021): Koncepti v mednarodnem trženju
- predavanje profesorja Tima Friesnerja z naslovom "Marketing Concepts" <https://www.youtube.com/watch?v=5DfqPccGUgc>
- Marketing mix (4 P in 7P): <https://www.youtube.com/watch?v=ys7zx1Vc9po>
- Blagovna znamka: <http://www.youtube.com/watch?v=k5016fh7TgQ>
- Upravljanje z blagovno znamko: <http://www.youtube.com/watch?v=JKIAOZZritk&feature=related>

Cilji in kompetence:

Cilji predmeta:

- usposobiti študente za razumevanje procesa globalizacije trgov in procesa internacionalizacije podjetij ter vpliva teh procesov na mednarodno trženje podjetja
- sistematično nadgraditi trženjsko znanje na področju mednarodnega marketinga
- usposobiti študenta za uporabo pridobljenega znanja v konkretnih kompleksnih situacijah na področju mednarodnega marketinga
- usposobiti študenta za samostojno uporabo pridobljenega znanja v procesih sprejemanja poslovnih odločitev podjetja/organizacije

Študentje bodo razvili **splošne kompetence**:

- sposobnost kreativnega spopadanja z izzivi mednarodnega trženja ter kreativnega razmišljanja za učinkovito reševanje poslovnih problemov
- sposobnost razumevanja pomembnosti procesa mednarodnega trženja za sprejemanje poslovnih odločitev v praksi

Objectives and competences:

Objectives:

- subject of training students to understand the process of markets globalization and the internationalization process of companies and the impact of these processes on an international marketing
- to systematically upgrade marketing knowledge and the field of international marketing
- to teach a student to use the gain knowledge in the actual, complex situations and in the field of international marketing
- to enable students to independently use the knowledge acquired and the business decision making process

Students will develop **general competences**:

- ability to creatively facing problems in the global marketing and sales as well as creative thinking in order to effectively solve business problems
- ability to understand an importance of the international marketing management process and to make decisions in practical situations

- usposobljenost za analizo, sintezo in samostojno oblikovanje rešitev trženjskih problemov podjetja/organizacije
- sposobnost analize, sinteze, predvidevanja in načrtovanja strateških odločitev podjetja/organizacije
- razvoj komunikacijskih in pogajalskih sposobnosti, timsko delo in sposobnost kritične /samo/refleksije

Študentje bodo razvili **predmetno-specifične kompetence:**

- razvoj veščin za uporabo znanja s področja menedžmenta mednarodnega marketinga
- sposobnost razumevanja umeščenosti mednarodnega marketinga v poslovne procese v podjetju
- poznavanje analitičnega pristopa za analiziranje tržnih priložnosti na tujih trgih
- poznavanje pristopov za izbor tujih trgov ter za snovanje strategij in programov za tuje trge
- poznavanje procesa tržnega raziskovanja ter sodobnih metod in informacijskih orodij v mednarodnem marketingu
- razumevanje posebnosti domačega vs. mednarodnega trženja, standardizacije in adaptacije
- sposobnost uporabe metod in tehnik, ki omogočajo učinkovito načrtovanje in upravljanje na področju mednarodnega marketinga
- sposobnost za razumevanje in kritično analizo pri reševanju konkretnih poslovnih problemov na področju procesov mednarodnega marketinga
- sposobnost samostojnega načrtovanja, vodenja in evalviranja procesov ter uporabo uspešnih orodij na področju mednarodnega marketinga glede na potrebe trga in konkurenčnih prednosti izdelkov/storitev
- sposobnost uporabe pridobljenih znanj in veščin pri analizi, sintezi, predvidevanju, načrtovanju, udeležanju in nadzoru odločitev na področju mednarodnega marketinga v podjetju/organizaciji

- capacity for analysis, synthesis and independent design solutions marketing problems and the company/organization
- the ability to analyze, synthesize, foresight and strategic planning decisions in company/organization
- development of communication and negotiation skills, teamwork and ability of critical /self/reflection

Students will develop **course - specifics competences:**

- to develop skills and use the gained knowledge in the field of international marketing management
- be able to understand international marketing in the enterprise business processes in company
- develop analytically based approach to opportunity analysis in international markets
- develop ability for proper marketing strategies and programs for foreign markets
- understand the process of market research and modern methods and IT tools in international marketing
- understand the characteristics of a home vs. international marketing standardization and adaptation
- ability to use methods and techniques that enable effective planning and management in the field of international marketing processes
- ability to understand, critically analyse and solve the actual business problems in the field of international marketing processes
- ability to independently plan, manage and evaluation of processes and use the effective tools in the field of international marketing management regarding the market needs and competitive advantages of products/services
- ability to use the gained knowledge and skills for analysing, synthesis, forecasting, planning, implementation and control of decisions in field of international marketing management in company

Predvideni študijski rezultati:

Intended learning outcomes:

<p>Znanje in razumevanje:</p> <ul style="list-style-type: none"> • diplomant bo sposoben razumevanja umeščenosti mednarodnega marketinga v poslovne procese podjetja • diplomant bo razvil zmožnost za oblikovanje strategij in programov trženja za mednarodne trge • diplomant bo razvil zmožnost za strateško in operativno načrtovanje in izvajanje trženjskih aktivnosti podjetja na tujih trgih • diplomant bo znal uporabljati pridobljena znanja in veščine pri razlagi teorij, konceptov in vprašanj s področja mednarodnega marketinga • diplomant bo znal analizirati, načrtovati, udejanjati in nadzirati odločitve podjetja na področju mednarodnega marketinga • diplomant bo razumel vpliv raznolikosti okolja na mednarodno poslovno ravnanje
--

<p>Knowledge and understanding:</p> <ul style="list-style-type: none"> • a graduate will be able to understand international marketing in the enterprise business processes in company • a graduate will be able to develop international marketing strategies and programmes • a graduate will develop basic competency to independently plan and implement the firm's strategic and operational, marketing activities in foreign markets • a graduate will be able to use the obtained knowledge and skills in the interpretation of theories, concepts and questions in the field of international marketing management • graduate will be able to analyse, plan, implement and monitor company decisions in the field of international marketing management • a graduate will understand the impact of context variety on doing international business

Metode poučevanja in učenja:

Learning and teaching methods:

<p>Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov)</p> <p>Sodelovalno delo: timsko delo, pisni izdelki, delo v virtualnem učnem okolju</p> <p>Individualno delo: študij literature in virov, raziskovalno delo, refleksija, pisni izdelki, delo v virtualnem učnem okolju</p> <p>On line test</p>
--

<p>Frontal teaching: lectures with active students' participation (webinar, explanation, discussion, case studies)</p> <p>Team work: work in smaller groups or the pair work (a written casework in the virtual learning environment)</p> <p>Individual work: study of literature, research work, reflection, (a written casework in the virtual learning environment)</p> <p>On line test</p>
--

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<p><u>Sprotno preverjanje in ocenjevanje znanja:</u></p> <ul style="list-style-type: none"> • krajši pisni izdelki: • daljši pisni izdelki: • on line test: individualni on line test <p><u>Končno preverjanje in ocenjevanje znanja:</u></p>	<p>15 %</p> <p>40 %</p> <p>45 %</p>	<p><u>Ongoing testing and assessment of knowledge:</u></p> <ul style="list-style-type: none"> • a short written casework: individual tasks • a long written casework: Two team tasks • on line test: Individual on-line test <p><u>Final knowledge assessment</u></p>
--	-------------------------------------	--

- pisni izpit	60 %	• Written exam
- seminarska naloga	40 %	• Seminar paper

Reference nosilca / Lecturer's references:

- JAGODIČ, Gregor, VUKASOVIČ, Tina. Uticaj medija na ponašanje kupaca = Media influence on consumer buying behaviour. *Serbian Journal of Engineering Management*. 2019, vol. 4, no. 2, str. 39-48, ilustr. ISSN 2466-4693. DOI: [10.5937/SJEM1902039J](https://doi.org/10.5937/SJEM1902039J). [COBISS.SI-ID [40240645](https://www.cobiss.si/40240645)]
- LJUBIČIĆ, Kristina, VUKASOVIČ, Tina. Manipulation in the world of marketing. *Ymer*. Apr. 2022, vol. 21, iss. 4, str. 495-506, ilustr. ISSN 0044-0477. <http://ymerdigital.com/uploads/YMER210476.pdf>, DOI: [10.37896/YMER21.04/49](https://doi.org/10.37896/YMER21.04/49). [COBISS.SI-ID [106850307](https://www.cobiss.si/106850307)]
- LUKMAN, Aleš, VUKASOVIČ, Tina. The factors influencing the buying decision of customers behaviour. *Management*. [Spletna izd.]. fall 2020, vol. 15, no. 3, str. 221-233. ISSN 1854-4231. https://www.hippocampus.si/ISSN/1854-4231/15_3.pdf, DOI: [10.26493/1854-4231.15_3](https://doi.org/10.26493/1854-4231.15_3). [COBISS.SI-ID [53642243](https://www.cobiss.si/53642243)]
- VIDMAR, Urška, VUKASOVIČ, Tina. Identifying elements for a successful approach to applying projects. *International journal of management, knowledge and learning*. [Tiskana izd.]. 2018, vol. 7, iss. 2, str. 217-243, 247-248, tabele. ISSN 2232-5107. <https://www.issbs.si/press/ISSN/2232-5697/7-2.pdf>, <https://doaj.org/toc/2232-5697>, <https://econpapers.repec.org/article/isvjouijm/>. [COBISS.SI-ID [39842053](https://www.cobiss.si/39842053)]
- VUKASOVIČ, Tina. Knowledge as an important factor in the process of creating brand equity. *International journal of innovation and learning*. 2020, vol. 28, no. 2, str. 139-158, ilustr. ISSN 1471-8197. [COBISS.SI-ID [40098309](https://www.cobiss.si/40098309)]
- VUKASOVIČ, Tina, SLUGA, Anita. The importance of after-sales activities in the marketing of medical products through public procurement. *Ymer*. Apr. 2022, vol. 21, iss. 4, str. 64-80, ilustr. ISSN 0044-0477. <http://ymerdigital.com/uploads/YMER210408.pdf>, DOI: [10.37896/YMER21.04/07](https://doi.org/10.37896/YMER21.04/07). [COBISS.SI-ID [104079363](https://www.cobiss.si/104079363)]
- JAGODIČ, Gregor, VUKASOVIČ, Tina. Media and the buying process. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.). *Management challenges in a network economy : proceedings of the MakeLearn and TIIM International Conference, 17-19 May 2017, Lublin, Poland*. Bangkok; Celje; Lublin, 2017. Str. 525-529, ilustr. MakeLearn. ISBN 978-961-6914-21-5. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-21-5/papers/ML17-123.pdf>. [COBISS.SI-ID [39060997](https://www.cobiss.si/39060997)]
- VUKASOVIČ, Tina. The importance of knowledge management in the process of brand equity. V: BEVANDA, Vuk (ur.). *Selected papers*. Belgrade, 2020. Str. 1-8, tabele. Selected papers. ISBN 978-86-80194-27-1. ISSN 2683-6149. https://mediacontent.limen-conference.com/2020/06/LIMEN_2019_DRAFT-Selected-Papers.pdf. [COBISS.SI-ID [28337155](https://www.cobiss.si/28337155)]
- VUKASOVIČ, Tina. Interconnection between knowledge management and innovation : an overview of good practices at home and abroad. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.). *Management challenges in a network economy : proceedings of the MakeLearn and TIIM International Conference, 17-19 May 2017, Lublin, Poland*. Bangkok; Celje; Lublin, 2017. Str. 65-71, ilustr. MakeLearn. ISBN 978-961-6914-21-5. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-21-5/papers/ML17-004.pdf>. [COBISS.SI-ID [39058181](https://www.cobiss.si/39058181)]
- VUKASOVIČ, Tina, FILIPAN, Mario. Marketing strategy on the entry of selected enterprise on international market. V: BEVANDA, Vuk (ur.). *Leadership & management : integrated politics of research and innovations : conference proceedings*. Belgrade, 2018. Str. 466-470. ISBN 978-86-80194-15-8. DOI: [10.31410/limen.2018.466](https://doi.org/10.31410/limen.2018.466). [COBISS.SI-ID [39924997](https://www.cobiss.si/39924997)]
- VUKASOVIČ, Tina, LJUBIČIĆ, Kristina. Marketing manipulation in the 21st century. V: BEVANDA, Vuk (ur.). *Conference proceedings*. Belgrade, 2021. Str. 103-112, ilustr. ISBN 978-86-80194-51-6. <https://www.itema-conference.com/archive/>, DOI: [10.31410/ITEMA.2021.103](https://doi.org/10.31410/ITEMA.2021.103). [COBISS.SI-ID [107524099](https://www.cobiss.si/107524099)]

- VUKASOVIČ, Tina. Analysis of consumer buying behaviour in "new reality". V: DERMOL, Valerij (ur.). *Economy for a new normal : digitalisation and human relations in business and education : proceedings of the MakeLearn and TIIM International Conference : 20-21 May 2021 : online conference*. Celje, 2021. Str. 62. MakeLearn. ISBN 978-961-6914-27-7. ISSN 2232-3309. <https://toknowpress.net/ISBN/978-961-6914-27-7/37.pdf>. [COBISS.SI-ID [67494659](#)]
- VUKASOVIČ, Tina. Consumer media habits analysis in the selected market. V: DERMOL, Valerij (ur.). *Economy for a new normal : digitalisation and human relations in business and education : proceedings of the MakeLearn and TIIM International Conference : 20-21 May 2021 : online conference*. Celje, 2021. Str. 29. MakeLearn. ISBN 978-961-6914-27-7. ISSN 2232-3309. <https://toknowpress.net/ISBN/978-961-6914-27-7/3.pdf>. [COBISS.SI-ID [67488003](#)]
- BABIČ, Aleksandra, VUKASOVIČ, Tina. Analiza vplivnih dejavnikov na spremembe nakupnega vedenja potrošnikov v času pandemije covida-19 = Analysis of influencing factors on changes in consumer buying behavior during the COVID-19 pandemic. V: OVIN, Rasto (ur.), LAZAR, Nuša (ur.). *Znanje za prihodnost : monografija Doba Fakultete 2021*. Maribor, 2021. Str. 224-248. Zbirka Spoznanja iz ekonomskih ter uporabnih poslovnih in družbenih študij. ISBN 978-961-7061-11-6. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID [97596163](#)]
- VUKASOVIČ, Tina. Novi trendi v marketingu in komuniciranju s potrošniki. *DOBA*. 10. junij 2021. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/clanek-profesorice-doba-fakultete-novi-trendi-v-marketingu-in-komuniciranju-s-potrosniki>. [COBISS.SI-ID [105596931](#)]
- VUKASOVIČ, Tina. Medijski zemljevid najbolj korenito preoblikovala splet in uporaba digitalnih medijev. *DOBA*. 13. januar 2020. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/medijski-zemljevid-najbolj-korenito-preoblikovala-splet-in-uporaba-digitalnih-medijev>. [COBISS.SI-ID [17300483](#)]
- VUKASOVIČ, Tina. Novi trendi v nakupnem vedenju potrošnikov. *DOBA*. 29. april 2020. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/izr-prof-dr-tina-vukasovic-novi-trendi-v-nakupnem-vedenju-potrosnikov>. [COBISS.SI-ID [16383747](#)]
- VUKASOVIČ, Tina. Poslovni trženjski izzivi in rešitve za podjetja. *DOBA*. 31. avgust 2020. ISSN 2712-4789. <https://www.fakulteta.doba.si/doba-znanja/izr-prof-dr-tina-vukasovic-poslovni-trzenjski-izzivi-in-resitve-za-podjetja>. [COBISS.SI-ID [27992323](#)]
- VUKASOVIČ, Tina. *Koncepti sodobnega trženja*. Harlow, cop. 2020. VIII, 202 str., ilustr. ISBN 978-1-839-61084-4. [COBISS.SI-ID [40330501](#)]
- VUKASOVIČ, Tina, JAGODIČ, Gregor. *Osnove trženja in strateškega tržnega načrtovanja*. Harlow [etc.], cop. 2017. 218 str., ilustr. ISBN 978-1-78726-026-9. [COBISS.SI-ID [39044101](#)]
- VUKASOVIČ, Tina. *Osnove raziskave trga*. El. izd. Maribor, cop. 2020. 1 spletni vir (1 datoteka PDF (37 str.)), graf. prikazi, tabele. ISBN 978-961-6818-58-2. <https://blackboard.doba.si/webapps/login/>. [COBISS.SI-ID [28408579](#)]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 22. 6. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Coaching v delovnem okolju
Course title:	Coaching at workplace

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	Poslovni coaching	2.	/
Master programme - 2 nd cycle International Innovative Business Management	Business Coaching	2nd	/

Vrsta predmeta / Course type Obvezni/Compulsory

Univerzitetna koda predmeta / University course code: CDO

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer: dr. Bob Garvey

Jeziki / Predavanja / Lectures: Slovenski, angleški /Slovene, English
Languages: Vaje / Tutorial: Slovenski, angleški /Slovene, English

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Vsebina:

Content (Syllabus outline):

<ol style="list-style-type: none"> 1. Opredelitev in razvoj coachinga in coaching psihologije v delovnem okolju <ul style="list-style-type: none"> • Uvod v coaching in psihologijo coachinga na ravni posameznika, skupine in organizacije • Opredelitev, vrednotenje in primerjava coachinga, psihoterapije in mentorstva 2. Temeljna pravila in etična vprašanja v coaching praksi, ki se izvaja v delovnem okolju 3. Vodstveni in vodstveni coaching <ul style="list-style-type: none"> • Coaching za vodenje v organizacijah in upravljanje talentov • Coaching uspešnosti • Coaching za organizacijske spremembe 4. Coaching za obvladovanje stresa in konfliktov na delovnem mestu 5. Coaching za družinska podjetja in ekipe 6. Orodja in tehnike coachinga <ul style="list-style-type: none"> • Samorefleksija • Aktivno poslušanje • Odprta vprašanja • Kratkoročni in dolgoročni cilji SMART • temeljne vrednote 	<ol style="list-style-type: none"> 1. Definition and evolution of coaching and coaching psychology in organisational context <ul style="list-style-type: none"> • Introduction to coaching and coaching psychology on individual, group and organisational level • Definition, evaluation and comparison of Coaching, counselling and mentoring 2. Ground rules and ethical issues in workplace coaching practice 3. Executive and Leadership coaching <ul style="list-style-type: none"> • Coaching for leadership in organisations and talent management • Performance coaching • Coaching for Organisational Change 4. Coaching for Stress and Conflict management at workplace 5. Family business and Team coaching 6. Coaching tools and techniques <ul style="list-style-type: none"> • Self reflection • Active listening • Open questions • Short and long term SMART goals • Core values
--	--

Temeljni literatura in viri / Readings:

Obvezna literatura / Mandatory Readings:

- British Psychological Society. (2017). *Generic Professional Practice Guidelines* (2nd ed). London: BPS. <https://www.bps.org.uk/guideline/bps-practice-guidelines-2017>
- Garvey, B. Stokes, P. (2022, 4th Ed) *Coaching and Mentoring theory and practice*, Sage, UK
- Law, H., Ireland, S., & Hussain, Z. (2007). *The Psychology of Coaching, Mentoring and Learning*. Wiley-Blackwell. (Chapter 1 and 4)
- Palmer, S. & Whybrow, A. (Eds.). (2019). *Handbook of coaching psychology: A guide for practitioners*. London: Routledge. (Chapters 1, 2, 5, 16, 18)
- Peltier, B. (2010). *The Psychology of Executive Coaching: Theory and Application*. Routledge. (Chapters 4, 17- Ethics in Coaching)

Priporočena literatura / Recommended Readings:

- Bachkirova, T. (2011). *Developmental Coaching: Working with the Self*. Open University Press.
- Cox, E., Bachkirova, T. & Clutterbuck, D. (Eds.) (2014). *The Complete Handbook of Coaching*. SAGE Publications Ltd.
- Hindle Fisher, R., Garvey, B. and Chapman, L. (2023) Executive coaches' backgrounds, Yes, they can make a difference, *International Journal of Evidence Based Coaching and Mentoring*
- Rajasinghe, D. and Garvey, B., (2023) How experiencing executive coaching helps coachees' to feel they are independent learners and self-coaches: An Interpretative Phenomenological Analysis (IPA). *International Journal of Evidence Based Coaching and Mentoring*,

Cilji in kompetence:

Objectives and competences:

Ključni cilji predmeta so: 1. spodbujanje razvoja znanja, razumevanja in kritičnega vrednotenja coachinga in coaching psihologije na individualni, skupinski in organizacijski ravni ter 2. razviti strokovne spretnosti in kompetence, pomembne za osebno in delovno prakso na dokazih temelječega coachinga.

Predmetno-specifične kompetence:

- sposobnost spodbujanja rasti klientov z uporabo in vrednotenjem odprtih vprašanj ter aktivnim poslušanjem.
- sposobnost načrtovanja, priprave in poročanja o oblikovanju primerov za individualni in skupinski coaching
- objektivno, nepristransko in strokovno kritično vrednotenje in uporaba izbranih orodij in tehnik coachinga, na primer kolesa življenja, temeljnih vrednot in načrtovanja vizije
- kritično vrednotenje rezultatov raziskav na podlagi vrednotenja in kritičnega razmisleka o metodoloških pomanjkljivostih raziskave in širšem kontekstu;
- razumevanje in izkazovanje etične prakse
- vzbujanje zavesti o sebi in drugih

Splošne/prenosljive kompetence:

- Sposobnost kritične refleksije in sposobnost za razvoj socialnih in komunikacijskih kompetenc za delovanje v mednarodnem okolju.
- Sposobnost analize kompleksnih problemov in sinteze rešitev ter sprejemanja odgovornosti za prognoziranje, strategijo in trajnostni razvoj malih in srednjih podjetij ter ustanov.

The key objectives of the course are to 1. promote the advancement of the knowledge, understanding and critical evaluation of coaching and coaching psychology at the individual, group and organisational levels and 2. To develop professional skills and competencies relevant for personal and work-related evidence based coaching practice.

Subject-specific competences:

- Ability to facilitate client growth by using and evaluating open questions and active listening
- Ability to plan, prepare and report case formulation for individual and group coaching
- Objective, unbiased and expert critical evaluation and application of selected coaching tools and techniques, for example Wheel of life, Core values and Vision planning
- Critical evaluation of research findings on the basis of evaluation and critical reflection of methodological shortcomings of research and broader context;
- Understanding and demonstrating ethical practice
- Evoking awareness of self and others

General/transferable competences:

- Ability to critically reflect and ability to develop social and communication competencies in international environment
- Ability to analyse complex issues, synthesise solutions and take responsibility to present strategy and sustainable development small and medium size companies.

Predvideni študijski rezultati:

Intended learning outcomes:

<p>Študent/ka bo:</p> <ul style="list-style-type: none"> • znal/a pridobite znanje in razumevanje, kako se coaching in psihologija coachinga razlikujeta od drugih praks osebnega in poklicnega razvoja ter kaj nudita coachu in njegovi organizaciji; • znal/a uporabljati ključne koncepte in teorije psihologije coachinga v praksi coachinga; • razumel/a in ocenil/a vlogo coacha in psihologa coachinga na delovnem mestu in v obstoječih strokovnih organih za coaching; • razvil/a sposobnost uporabe veščin samorefleksije. • opredelil/a in v praksi uporabiti strukturo tipične coaching seanse; • znal/a opredeliti, razlikovati in ovrednotiti različne elemente oblikovanja primera; • prepoznal/a in uporabljati ključne veščine in kompetence coachinga; • pridobil/a sposobnost prepoznavanja in uporabe etičnih in strokovnih vprašanj pri coaching praksi
--

<p>A student will:</p> <ul style="list-style-type: none"> • Gain the knowledge and understanding of how coaching and coaching psychology differ from other personal and professional development practices, and what it offers to the coachee and their organisation; • Apply key coaching psychology concepts and theories to coaching practice; • Understand and assess the role of coach and coaching psychologist in the workplace and existing professional coaching bodies; • Develop ability to apply self-reflection skills. • Define and apply to practice the structure of a typical coaching session; • Define, distinguish and evaluate different elements of case formulation; • Recognise and use key coaching skills and competencies; • Gain the ability to recognise and apply ethical and professional issues in coaching practice.

Metode poučevanja in učenja:

<p>Sodelovalno delo v virtualnem učnem okolju (spletni seminarji z aktivno udeležbo študentov, diskusijski forumi, individualne konzultacije itd.)</p> <p>Individualno delo (študij temeljne literature in virov, analiza in kritično vrednotenje primerov izvedenih raziskav, priprava krajših in daljših pisnih izdelkov).</p> <p>Timsko delo (aplikativne naloge: uporaba coaching orodij in tehnik pri praksi coachinga)</p>

Learning and teaching methods:

<p>Collaboration in a virtual learning environment (webinars with students' active participation, discussion forums, individual consulting hours etc.)</p> <p>Individual work (studying mandatory literature and resources, analysis and critical evaluation of selected research examples, preparation of shorter and longer written assignments etc.)</p> <p>Teamwork (applicative assignments: use of coaching tools and techniques to practice coaching process)</p>

Načini ocenjevanja:

Delež (v %) /

Assessment:

Weight (in %)

<p>Sprotno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Kompleksna individualna naloga (Refleksivno poročilo) 	<p>60 %</p>	<p>Continuous knowledge assessment:</p> <ul style="list-style-type: none"> ▪ Complex individual assignment (Reflective report) ▪ Team assignment
---	-------------	--

<ul style="list-style-type: none"> ▪ Timska naloga <p>Končno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Daljši pisni izdelek in reflektivno poročilo 	<p>40 %</p> <p>100 %</p>	<p>Final knowledge assessment:</p> <ul style="list-style-type: none"> ▪ Project work and reflective report
---	---	---

Reference nosilca / Lecturer's references:

1.

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Strateško upravljanje s človeškimi viri v mednarodnem okolju
Course title:	Strategic human resources management in an international environment

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	Trajnostni kadrovski menedžment	2	/
Master programme - 2 nd cycle International Innovative Business Management	Sustainable Human Resource Management	2nd	/

Vrsta predmeta / Course type

Obvezni/Compulsary

Univerzitetna koda predmeta / University course code:

SUČVMO

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

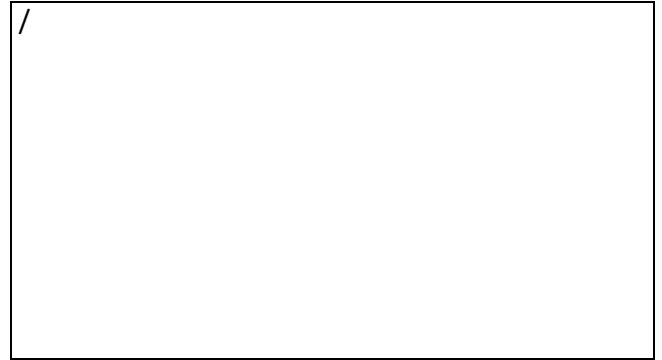
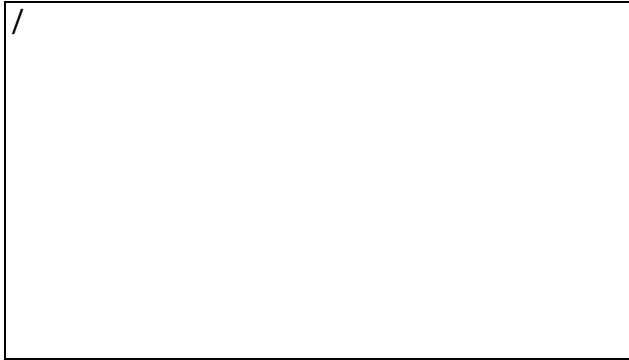
Izr. prof. dr. Ana Belajdžić

Jeziki / Predavanja / Lectures: Angleški/English

Languages: Vaje / Tutorial: Angleški /English

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:



Vsebina:

1. Globalni kontekst in njegov vpliv na strateško upravljanje s človeškimi viri

- Globalni trendi (spremembe okolja - tehnološke, družbene in poslovne spremembe, sprememba človeka in geo-politično repositioniranje) in njihov vpliv na prakse upravljanja s človeškimi viri.
- Glokalizacija in lokalizacija: Razumevanje globalnih in lokalnih dimenzij.
- Spreminjajoča narava zaposlitve v globalni perspektivi
- Etika, kolektivna družbena odgovornost in trajnost v globalnem kontekstu.

2. Strategije in pristopi k mednarodnemu upravljanju s človeškimi viri

- Večnivojsko strateško upravljanje s človeškimi viri (makro, mezo in mikro raven)
- Povezava med blagovno znamko delodajalca in globalno strategijo.

3. Procesi v mednarodnem upravljanju s človeškimi viri

- Oblikovanje dela in načrtovanje kadrov: strateška perspektiva
- Uporaba napredne analitike in umetne inteligence pri iskanju in selekciji kandidatov.

Content (Syllabus outline):

1. The global context and its impact on strategic human resource management

- Global trends (Environmental changes - technological, societal, and business shifts, human transformation, and geo-political repositioning and their impact on human resource management practices) and their impact on human resource management practices.
- Glocalization and localization: Understanding global and local dimensions.
- The changing nature of employment in a global perspective.
- Ethics, collective social responsibility, and sustainability in a global context.

2. Strategies and approaches to international human resource management

- Multi-level strategic human resource management (macro, meso, and micro-levels).
- The connection between the employer brand and global strategy.

3. Processes in international human resource management

- Job design and personnel planning: a strategic perspective.
- The use of advanced analytics and artificial intelligence in candidate search and selection.

- Sodobni in inovativni pristopi k razvoju zaposlenih in uporaba virtualne in razširjene realnosti (AR in VR)
- Upravljanje uspešnosti - prehod od tradicionalnih letnih ocen uspešnosti k inovativnemu razvojnemu pristopu.
- Sistemi nagrajevanja in kompenzacije
- Procesi ugaševanja, sodelovanja in komunikacije z zaposlenimi.

4. Globalno upravljanje talentov

- Identifikacija in pritegnitev visokopotencialnih zaposlenih iz različnih kultur in geografskih območij.
- Strategije za zadrževanje in razvoj talentov v mednarodnih organizacijah.
- Medkulturne kompetence in upravljanje konfliktov v globalnih timih.

5. Odnosi med zaposlenimi, kultura in dobro počutje v mednarodnih organizacijah

- Organizacijska energija in pozitivni odnosi med zaposlenimi
- Strategije za zagotavljanje zdravja, dobrega počutja in ravnovesja zaposlenih v globalnem delovnem okolju.
- Upravljanje raznolikosti, vključenosti in zavzetosti zaposlenih.
- Upravljanje z oddaljenimi in hibridnimi timi ter izboljšanje njihove produktivnosti in zadovoljstva.

6. Inovacije in tehnologija v strateškem upravljanju s človeškimi viri v mednarodnem okolju

- Prihodnost dela skozi prizmo digitalizacije in sodobne tehnologije
- Uporaba napredne analitike in umetne inteligence pri iskanju in selekciji kandidatov.
- Novi pristopi k mednarodnem upravljanju s človeškimi viri: VR, AR
- Digitalna orodja in platforme za boljše sodelovanje in komunikacijo.

- Modern and innovative approaches to employee development and the use of virtual and augmented reality.
- Performance management - the transition from traditional annual performance reviews to innovative developmental approach.
- Reward and compensation systems.
- Onboarding, collaboration, and communication with employees.

4. Global talent management

- Identification and attraction of high-potential employees from different cultures and geographical areas.
- Strategies for retaining and developing talents in international organizations.
- Intercultural competencies and conflict management in global teams.

5. Employee relations, culture, and well-being in international organizations

- Organizational energy and positive relationships among employees.
- Strategies to ensure health, well-being, and work-life balance for employees in a global work environment.
- Management of diversity, inclusivity, and employee engagement.
- Managing remote and hybrid teams and improving their productivity and satisfaction.

6. Innovations and technology in strategic human resource management in an international environment

- The future of work through the lens of digitalization and modern technology.
- Use of advanced analytics and artificial intelligence in candidate search and selection.
- New approaches to international human resource management: VR, AR.
- Digital tools and platforms for better collaboration and communication.

Temeljni literatura in viri / Readings:

Obvezna literatura / Mandatory Readings:

- Asvanyi, Z. (2022). *Strategic Human Resource Management*, Wolters Kluwert, Budapest: Hungary. Part 1,2, 5,6,7,8
- Brewster, C., Houldsworth, E., Sparrow, P.& Vernon, G. (2023). *International Human Resource Management*, Kogan Page, USA. Section 1 and 2
- George, G., & Thomas, M. R. (2019). Integration of artificial intelligence in human resource. *Int. J. Innov. Technol. Explor. Eng*, 9(2), str. 5069–5073.
- Maity, S. (2019). Identifying opportunities for artificial intelligence in the evolution of training and development practices. *Journal of Management Development*, 38(8), str. 651–663.
- Snell, S. & Morris, S. (2019). *Managing Human Resources, 18. Edition*, Cengage Learning, United States, str. 515-555 Dostopno na:
<https://thuvienso.hoasen.edu.vn/v/web/viewer.html?file=/bitstream/handle/123456789/9281/Contents.pdf?sequence=5&isAllowed=y>
- Hamadamin, H. H., & Atan, T. (2019). The Impact of Strategic Human Resource Management Practices on Competitive Advantage Sustainability: The Mediation of Human Capital Development and Employee C.ommitment. *Sustainability*, 11(20), 5782. MDPI AG. Retrieved from
<http://dx.doi.org/10.3390/su11205782>
- Fan, D. Zhu, C. J., Huang, X. & Kumar, V. (2021). Mapping the terrain of international human resource management research over the past fifty years: A bibliographic analysis, *Journal of World Business*, 56 (2), <https://doi.org/10.1016/j.jwb.2020.101185>

Priporočena literatura/ Recommended reading:

- Armstrong, M. (2008). *Strategic human resource management : a guide to action*, Kogan Page Limited , London , United Kingdom. Str. 33-107. Dostopno na: https://www.usb.ac.ir/FileStaff/5912_2018-10-6-18-43-1.pdf
- Peter J. Dowling, Marion Festing and Allen D. Engle, Sr. (2013). *International Human Resource Management, 6th Edition* , Cengage Learning, Hampshire, United Kingdom, Dostopno na: https://faculty.ksu.edu.sa/sites/default/files/international_human_resource_management_6th_edition.pdf
- Human Resource Management Copyright (2016). University of Minnesota OER. Poglavlje 3 in 14
- Black, J. S., & van Esch, P. (2020). AI-enabled recruiting: What is it and how should a manager use it? *Business Horizons*, 63(2), str. 215–226.

Cilji in kompetence:

Temeljni cilj predmeta je usposobiti študente za razumevanje, analizo in uporabo ključnih konceptov in strategij strateškega upravljanja s človeškimi viri v mednarodnem okolju ter jih s tem pripraviti za samostojno delo in vodilne vloge v mednarodnem upravljanju s človeškimi viri.

Objectives and competences:

The key objective of the course is to educate students to understand, analyze and apply the key concepts and strategies of strategic human resource management in an international environment and to prepare students for independent work and leadership roles in international human resource management.

Predmetno-specifične kompetence

- Sposobnost sintentiziranja, kritičnega ovrednotenja in aplikacije globalnih trendov v strategije upravljanja s človeškimi viri v mednarodnem okolju.
- objektivno, nepristransko in strokovno vrednotenje mednarodnih praks upravljanja s človeškimi viri ter razumevanje njihovega vpliva na poslovno strategijo in delovno uspešnost v mednarodnem okolju;
- Sposobnost oblikovanja, analize in strateške uporabe sodobnih procesov upravljanja s človeškimi viri v mednarodnem kontekstu.
- Sposobnost oblikovanja in implementacije globalnih programov za upravljanje talentov, ki upoštevajo medkulturne razlike in potrebe globalnih timov ter trgov.
- uporaba in integracija inovativnih pristopov na področju odnosov z zaposlenimi, s poudarkom na spodbujanju pozitivne organizacijske energije, dobrega počutja zaposlenih, raznolikosti, vključenosti in učinkovitega sodelovanja
- Sposobnost uporabe in integracije sodobnih tehnoloških orodij in pristopov v strategije in prakse mednarodnega upravljanja s človeškimi viri, ob hkratnem razumevanju in upoštevanju globalnih trendov digitalizacije v upravljanju s človeškimi viri.

Splošne/prenosljive kompetence:

- Sposobnost analize kompleksnih problemov in sinteze rešitev ter sprejemanja odgovornosti za prognoziranje, strategijo in trajnostni razvoj malih in srednjih podjetij ter ustanov.
- Sposobnost kreativnega razmišljanja, oblikovanja pogojev za inovativnost in učinkovitega reševanja poslovnih problemov.
- Sposobnost kontekstualnega, analitičnega razmišljanja in družbeno odgovornega podjetništva, razumevanje interkulturnih vidikov in zavezanost poslovni kulturi, etiki,

Subject-specific competencies:

- Ability to synthesize, critically evaluate, and apply global trends to human resource management strategies in an international setting.
- Objective, unbiased, and expert evaluation of international human resource management practices and understanding their impact on business strategy and workforce performance in a global context.
- Ability to design, analyze and strategically utilize contemporary human resource management processes in an international context.
- Ability to prepare and apply global talent management programs considering intercultural differences and the needs of global teams and markets.
- Application and integration of innovative approaches in employee relations, emphasizing the promotion of positive organizational energy, employee well-being, diversity, inclusiveness, and effective collaboration.
- ability to use and integrate modern technological tools and approaches into strategies and practices of international human resource management, while understanding and considering the global digitalization trends in human resource management.

General/transferable competencies:

- Ability to analyze complex problems and synthesize solutions, taking responsibility for forecasting, strategy, and sustainable development of small and medium-sized enterprises and institutions.
- Ability to think creatively, create conditions for innovation, and effectively solve business problems.
- Ability to engage in contextual, analytical thinking and socially responsible entrepreneurship, understanding intercultural aspects, and commitment to business culture, ethics, norms, values, and high professionalism.

normam in vrednotam ter visoki profesionalnosti.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent/ka bo:

- Znal/a pripraviti in implementirati strategijo upravljanja s človeškimi viri v mednarodnem okolju ob upoštevanju teoretičnih osnov in kritičnem ovrednotenju globalnih trendov
- Zmožen oblikovati in implementirati različne ukrepe, ki se nanašajo na posamezne procese strateškega upravljanja s človeškimi viri v mednarodnem okolju (pridobivanje, selekcija, zaposlovanje, usposabljanje, nagrajevanje, upravljanje uspešnosti itd.)
- Znal/a oblikovati, implementirati in predvideti učinkovitost globalnega programa za identifikacijo, pridobivanje, razvoj in zadrževanje talentov.
- Znal/a analizirati, načrtovati in implementirati inovativne pristope za krepitev pozitivne organizacijske energije, zagotavljanje dobrega počutja, povečanje vključenosti ter raznolikosti zaposlenih in spodbujanje produktivnega medsebojnega sodelovanja v različnih medkulturnih in organizacijskih kontekstih.
- Znal/a identificirati, analizirati in predlagati uporabo sodobnih tehnoloških rešitev in digitalizacije pri izvajanju aktivnosti in ukrepov mednarodnega upravljanja s človeškimi viri.

Intended learning outcomes:

Knowledge and understanding:

Student will:

- Be able to prepare and implement a human resource management strategy in an international setting, taking into account theoretical foundations and critically evaluation of global trends.
- Be capable to design and implement various measures related to strategic human resource management processes in an international environment (recruitment, selection, employment, training, reward systems, performance management, etc.).
- Be able to design, implement, and anticipate the effectiveness of a global program for the identification, acquisition, development and retention of talents.
- Be able to analyze, plan and implement innovative approaches to enhance positive organizational energy, ensure employee well-being, increase inclusivity and diversity, and promote productive mutual collaboration in various intercultural and organizational contexts.
- Be able to identify, analyze and propose the use of modern technological solutions and digitalization in the execution of activities and measures of international human resource management.

Metode poučevanja in učenja:

Learning and teaching methods:

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Poslovna prognostika in strategija trajnostnega razvoja
Course title:	Business Forecasting and Sustainable Development Strategy

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	2.	
Master programme - 2 nd cycle International Innovative Business Management	/	2.	

Vrsta predmeta / Course type

Obvezni / Compulsory

Univerzitetna koda predmeta / University course code:

PPSTR

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija študija	Samost. delo Individ. work	ECTS
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

izr. prof. dr. Marina Letonja

Jeziki /

Predavanja / Lectures:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Languages:

Vaje / Tutorial:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Znanja in kompetence s področja podjetništva in statistike ter znanje, predvideno v učnih načrtih prvostopenjskih bolonjskih programov poslovnih ali tehničnih ved.

Knowledge and competencies from the fields of business management and statistics and knowledge foreseen in the course syllabi of first-cycle programmes in business and technical sciences

Vsebina:

1. Razvoj teorije managementa
2. Poslovno okolje in temeljni dejavniki dinamičnega podjetništva; gonilne sile sprememb, igralci in orodja sprememb v podjetju
3. Vrste, oblike ter upravljanje sprememb v podjetju
4. Narava in koristi poslovnega napovedovanja v podjetništvu; predpogoji, situacije in značilnosti napovedovanja
5. Trendi, poslovni (življenjski) cikli, sezonska gibanja (nihanja) in nepredvidena (naključna) gibanja ter izbrane metode statističnega in matematičnega napovedovanja; regresije in korelacije, modeli negotovosti, input-output analiza, kvalitativne metode napovedovanja
6. Dolgoročno (strateško) podjetniško načrtovanje in uresničevanje načrta
 - a. faze načrtovanja
 - b. področja načrtovanja
 - c. napovedovanje, načrtovanje v podjetju
 - d. uresničevanje načrta in nadzor
7. Omejitve in problemi v napovedovanju, načrtovanju in uresničevanju
8. Rast in razvoj podjetja
 - a. hipoteze o rasti in razvoju podjetja
 - b. modeli za notranjo in zunanjo rast podjetja
 - c. strategije za notranjo in zunanjo rast podjetja
 - d. MOF in RECoIL analiza za oceno preteklega in sedanjega poslovanja podjetja ter oceno potenciala rasti podjetja v prihodnosti
 - e. Orodja strateške analize v funkciji izbora strategij rasti
9. Strategija rasti podjetja in izbor strategije rasti za prihodnost
10. Trajnostni razvoj in okolje
 - a. Koncept/ paradigma trajnostnega razvoja
 - b. korelacije med razvojem okolja, družbe in gospodarstva
 - c. izzivi naše generacije na področju trajnostnega razvoja

Content (Syllabus outline):

1. Development of the management theory
2. The business environment and the main factors of dynamic entrepreneurship; the driving forces of change, the players and tools of change in a company
3. Types and forms of change and change management in a company
4. The nature and benefits of business forecasting in entrepreneurship; prerequisites, situations, and characteristics of forecasting
5. Trends, business (life) cycles, seasonal movements (fluctuations), and unforeseen (random) movements and chosen methods of statistical and mathematical forecasting; regressions and correlations, uncertainty models, input-output analysis, qualitative forecasting methods
6. Long-term (strategic) entrepreneurial planning and plan realisation
 - a. Planning phases
 - b. Planning areas
 - c. Forecasting, planning in a company
 - d. Plan realisation and monitoring
7. Limitations and problems in forecasting, planning, and realisation
8. Company growth and development
 - a. Company growth and development hypotheses
 - b. Internal and external growth models
 - c. Internal and external growth strategies
 - d. MOF and RECoIL analysis for assessing a company's past and current operations and its future growth potential
 - e. Strategic analysis tools in the function of the chosen growth strategies
9. Growth strategy and choice of growth strategy for the future
10. Sustainable development and the environment
 - a. The concept/paradigm of sustainable development
 - b. Correlations between the development of the environment, society, and economy

<p>d. Pospeshevanje trajnostnega preoblikovanja trgov</p> <p>e. indikatorji trajnostnega razvoja</p> <p>f. 17 ciljev trajnostnega razvoja</p>	<p>c. The challenges of our generation in sustainable development</p> <p>d. Accelerating sustainable market transformation</p> <p>e. Indicators of sustainable development</p> <p>11. The 17 sustainable development goals</p>
---	--

Temeljni literatura in viri / Readings:	
<ul style="list-style-type: none"> • Razvoj managerske miselnosti (History of management thought): http://www.ejeff.net/HistMgt.htm (pregled); https://www.uou.ac.in/sites/default/files/slm/HM-104.pdf (str. 11-33); • The evolution of management thought: https://nscpolteksby.ac.id/ebook/files/Ebook/Computer%20Engineering/Library%20and%20Information%20Center%20Management%20(2007)/Chapter%202%20-%20The%20Evolution%20of%20Management%20Thought.pdf; (22 str.) • Hyndman, R. & Athanasopoulos, G. (2021). Forecasting: principles and practice; https://otexts.com/fpp3/; (poglavje 1; poglavje 2.2., 2.3., 2.4., poglavje 3.1., 3.2., 3.3.; poglavje 4.1.; poglavje 5.1., 5.2.; poglavje 6; poglavje 7.1. – 7.6.; izbor ostalih poglavij po lastni izbiri) (obvezno: 48 strani) • Makridakis, S.G. (1990). Forecasting, planning and strategy for the 21st century. New York, The Free Press. (dopolnitev k osnovni knjigi Hyndman & Athanasopoulos, 2021). (str. 6-21, 49-68, 69-89) • Makridakis, S.G. (2017). The forthcoming AI revolution: Its impact on society and firms. http://hephaestus.nup.ac.cy/bitstream/handle/11728/9254/THE_FORTHCOMING...2017_Full.pdf?isAllowed=y&sequence=1; (28 strani) • Sidorenko, A. & Demidenko, E. (2017). Free risk management book: Guide to effective risk management 3.0.; (str. 65 – 84) https://www.researchgate.net/publication/323254437_FREE_RISK_MANAGEMENT_BOOK_GUIDE_TO_EFFECTIVE_RISK_MANAGEMENT_30; • Nordmeyer, B. (2018). Types of forecasting methods; https://bizfluent.com/info-8195437-types-forecasting-methods.html; • Simons, L. & Nijhof, A. (2021): The article series based on - Changing the game – Sustainable market transformation strategies to understand and tackle the big, complex sustainability challenges of our life time. Article series Volume 1: Accelerating sustainable market transformation is possible. But we have to stop with just doing anything (5 strani) • Simons, L. & Nijhof, A. (2021): Changing the game, chapter 1: What are the sustainability challenges of our generation? (16 strani) • Razak, R. (2011) Managing growth and transition; http://www.scribd.com/doc/52577700/Managing-Growth-and-Transition – The Web Console; (poglavje 16; 26 strani); • Gibb, A. (1991). Appraising growth potential: Key issues in the thresholds of growth of the independent business., Chapter 9 in: Growth Capital and Entrepreneurship. Barcelona: EFER/IESE. 	
Cilji in kompetence:	Objectives and competences:

<p>Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence in bodo:</p> <ul style="list-style-type: none"> - spoznali in razumeli razvoj teorije managementa, - razumeli ter uporabili kompleksnejše poslovno načrtovanje v sodobnem svetu (nadgradnja znanja za poslovno načrtovanje - poslovni načrt podjetnika) z zahtevnejšimi in sodobnejšimi metodami - poznali in obvladali interdisciplinarno razmišljanje v primeru načrtovanja novih in še posebej rasti in razvoja obstoječih podjetij, - razumeli in samostojno povezovali analitične metode iz statistike in matematike z metodami intuitivnega predvidevanja in napovedovanja, - usposobljeni za sprejemanje odgovornosti za prognoziranje in strategijo trajnostnega razvoja podjetja, - usposobljeni za poglobljene strateške analize, snovanje in uresničevanje razvojne politike podjetja, - analizirali, povezovali in samostojno interpretirali ob vključevanju vidika interdisciplinarnosti podjetja v odnosu do okolja, - razumeli in uporabili kritično analizo, sintezo in predvidevanje rešitev na področju trajnostnega razvoja v okviru raziskovalnih metod s področja trajnostnega razvoja, - razvili kritičen znanstveni pristop in sposobnost formuliranja razvojnih vprašanj podjetja. 	<p>During the course, students develop the following general and subject-specific competencies and will:</p> <ul style="list-style-type: none"> - learn about and understand the development of the management theory, - understand and apply complex business planning in the modern world (upgrading knowledge for business planning – the entrepreneur's business plan) by utilising complex and modern methods, - learn about and master interdisciplinary thinking when planning new and expanding and developing existing undertakings, - understand and independently link analytical methods from statistics and mathematics with methods of intuitive forecasting and projecting, - be qualified to accept responsibility for forecasting and for the sustainable development strategy of a company, - be able to conduct in-depth strategic analyses, plan and realise the development policy of a company, - analyse, link, and independently interpret, integrating the aspect of interdisciplinarity of a company in relation to the environment - understand and apply critical analysis and synthesis, anticipate solutions in sustainable development in the context of research methods in sustainable development, - develop a critical scientific approach and the ability to formulate development issues of a company.
<p>Predvideni študijski rezultati:</p>	<p>Intended learning outcomes:</p>
<p>Znanje in razumevanje: Po zaključku tega predmeta bo študent sposoben:</p> <ul style="list-style-type: none"> - razumeti kako so se posamezne teorije razvijale skozi različna obdobja; spoznavanje podobnosti teorij v različnih obdobjih; razumevanje dialektike v razvoju teorij ipd. - razumeti razlike med poslovnim načrtovanjem ter kompleksnejšim poslovnim načrtovanjem v sodobnem svetu z zahtevnejšimi in sodobnejšimi metodami ter uporabiti model rasti: Allan 	<p>Knowledge and understanding: After the completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> - understand how individual theories have evolved through time; discover the similarities of theories in different periods; understand the dialectics in the development of theories, etc., - understand the differences between business planning and complex business planning in a modern world with comprehensive and modern methods and apply the growth model, i.e. Allan Gibb's

<p>Gibb – »cvetlični lonec« na primeru podjetja</p> <ul style="list-style-type: none"> - izbrati, povezati ter uporabiti analitične metode iz statistike in matematike z metodami intuitivnega predvidevanja in napovedovanja/ prognostike, - poglobljene strateške analize, snovanja in uresničevanja razvojne politike podjetja, - uporabiti interdisciplinarno razmišljanje pri načrtovanju poslovnega odločanja, tudi v odnosu do okolja, - razumeti ter uporabiti kritično analizo, sintezo in predvidevanje rešitev na področju (strategij) trajnostnega razvoja ter rasti podjetja v okviru spoznanih teorij in konceptov trajnostnega razvoja za reševanje konkretnih problemov v podjetju, - oblikovati kritični znanstveni pristop in sposobnost formuliranja razvojnih vprašanj podjetja. 	<p>growth model on the example of a company,</p> <ul style="list-style-type: none"> - choose, link, and use analytical methods from statistics and mathematics with methods of intuitive forecasting and projecting, - conduct in-depth strategic analyses, plan and realise the development policy of a company, - apply interdisciplinary thinking in business decision planning, including in relation to the environment, - understand and apply critical analysis, synthesis, and anticipation of solutions in the field of sustainable development (strategies) and company growth in the context of the theories and concepts of sustainable development to address specific problems within a company, - develop a critical scientific approach and the ability to formulate development issues of a company. 	
<p>Metode poučevanja in učenja:</p>	<p>Learning and teaching methods:</p>	
<p>Frontalno delo: predavanja z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov) v virtualnem okolju</p> <p>Sodelovalno skupinsko delo: projektno delo, timsko delo, delo v virtualnem učnem okolju</p> <p>Individualno delo: naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, javni nastop, pisni izdelki, delo v virtualnem učnem okolju</p> <p>Sodelovanje gostujočega predavatelja</p> <p>Sodelovanje študentov v mednarodnem timu (mreženje predmeta, trajnostni razvoj)</p>	<p>Frontal: lectures with active participation of students (explanations, discussions, case study);</p> <p>Collaborative work: project work, team work, work in the virtual environment;</p> <p>Individual: coursework, study of literature and sources, development and research work, reflexions, self-evaluation, public performance, written tasks, work in the virtual environment;</p> <p>Guest lecturer</p> <p>International virtual team – students working in international virtual teams, sustainable development project</p>	
<p>Načini ocenjevanja:</p>	<p>Delež (v %) / Weight (in %)</p>	<p>Assessment:</p>
<p><u>Sprotno preverjanje in ocenjevanje znanja:</u></p> <ul style="list-style-type: none"> • individualne pisne naloge • skupinske pisne naloge <p><u>Končno preverjanje znanja:</u></p> <ul style="list-style-type: none"> • pisni izpit • projektna naloga 	<p>60</p> <p>40</p> <p>50</p> <p>50</p>	<p>Regular evaluation of knowledge</p> <ul style="list-style-type: none"> • individual assignments • team assignments <p>Final evaluation of knowledge</p> <ul style="list-style-type: none"> • Written exam • Project assignment
<p>Reference nosilca / Lecturer's references:</p>		

- LETONJA, Marina, JERAJ, Mitja, MARIČ, Miha. An empirical study of the relationship between entrepreneurial competences and innovativeness of successors in family SMEs. *Organizacija : revija za management, informatiko in kadre*. [Tiskana izd.]. nov. 2016, vol. 49, no. 4, str. 225-239, ilustr. ISSN 1318-5454. DOI: [10.1515/orga-2016-0020](https://doi.org/10.1515/orga-2016-0020). [COBISS.SI-ID [513561474](#)]
- LETONJA, Marina. Succession and innovativeness in smaller family firms : case of Slovenia. *Erenet profile*. str. 1-10. ISSN 1789-624X. [COBISS.SI-ID [513078402](#)]
- VADNJAL, Jaka, KOCIPER, Tina, LETONJA, Marina. The overview of family firm management research in Slovenia = Pregled raziskovanja o vodenju družinskih podjetij v Sloveniji. *Interdisciplinarna raziskovalna priloga*. jan. 2011, št. 7, str. 26-35, tabele. ISSN 1855-7554. [COBISS.SI-ID [512917378](#)]
- BIZOVIČAR, Milka, RAJER OBID, Maja, LETONJA, Marina, TRSTENJAK, Ivan, ŠIREC, Karin, et al. Veščine za posel - in življenje. *Delo*. [Tiskana izd.]. 5. maj 2017, leto 59, št. 101, str. 12-13. ISSN 0350-7521. [COBISS.SI-ID [12728604](#)]
- LETONJA, Marina, DUH, Mojca. Innovativeness of family SMEs : knowledge transfer during the succession process. V: SCHIUMA, Giovanni (ur.), DEMARTINI, Paola (ur.), YAN, Min-Ren (ur.). *Knowledge ecosystems and growth : proceedings*. [S. l.]: Institute of Knowledge Asset Management, 2019. Str. 1065-1076. ISBN 978-88-96687-12-3. https://www.dropbox.com/sh/13or1ed37vjm26a/AAC7PuG2MfOjxUm0Br4fvo1Ca?dl=0&preview=IFKAD2019_PROCEEDINGS_eBOOK.pdf. [COBISS.SI-ID [13339164](#)]
- LETONJA, Marina, DUH, Mojca, ŽENKO, Zdenka, AVER, Boštjan. Effects of organizational culture on successor's innovativeness in family businesses : case of Slovenia. V: FOŠNER, Ajda (ur.). *ABSRC 2016 Milan : conference proceedings*. Ljubljana: Gea College - Faculty of Entrepreneurship, 2016. Str. 215-237. ISBN 978-961-6347-60-0. [COBISS.SI-ID [513545090](#)]
- LETONJA, Marina, DUH, Mojca. Effects of knowledge transfer on successors' innovativeness. V: CARLUCCI, Daniela (ur.), SPENDER, JC (ur.), SCHIUMA, Giovanni (ur.). *Knowledge and management models for sustainable growth : proceedings*. [S. l.]: Institute of Knowledge Asset Management, 2014. Str. 113-136. ISBN 978-88-96687-04-8. [COBISS.SI-ID [11729692](#)]
- LETONJA, Marina, DUH, Mojca, ŽENKO, Zdenka. Importance of transferring tacit and experiential knowledge as well as social capital of founders for innovativeness of successors in smaller family firms. V: *MEB 2012 : proceedings*. 10th International Conference on Management, enterprise and benchmarking, 2012, June 1-2, Budapest. Budapest: Óbuda University, 2012. Str. 223-234. ISBN 978-615-5018-32-9. [COBISS.SI-ID [11097372](#)]
- LETONJA, Marina, MERKAČ SKOK, Marjana, BERLIC, Rok. Values, culture and ethical climate as contributing factors of a long-term sustainability of a smaller family business : case of Slovenia. V: FOŠNER, Ajda (ur.). *ABSRC 2017 Milan : conference proceedings*. Ljubljana: Gea College - Faculty of Entrepreneurship, 2017. Str. 141-156. ISBN 978-961-6347-64-8. [COBISS.SI-ID [513659266](#)]
- ŽENKO, Zdenka, DUH, Mojca, LETONJA, Marina. Knowledge transfer for innovativeness in family businesses. V: *GIKA, Lisbon, June 28-30, 2017*. [S. l.: s. n.], 2017. 20 str. [COBISS.SI-ID [513642370](#)]
- LETONJA, Marina, JERAJ, Mitja. Effects of social capital transfer on successors' innovativeness in smaller family businesses. V: AŠANIN GOLE, Pedja (ur.). *Turn innovative ideas into reality : reviewed extended abstracts of the 8th International Scientific Conference of the DOBA Business School*. Maribor: Doba business school: = Doba fakulteta za uporabne poslovne in družbene študije, 2018. Str. 21-23. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-00-0. [https://www.fakulteta.doba.si/upload/pdf_dokumenti/turn_innovative_ideas_into_reality\(1\).pdf](https://www.fakulteta.doba.si/upload/pdf_dokumenti/turn_innovative_ideas_into_reality(1).pdf). [COBISS.SI-ID [513037616](#)]
- LETONJA, Marina, KOSEDNAR, Ivan, PEZDIRC, Gregor, MOVRIČ, Blanka, PAVLOVSKI, Nada. Social responsibility - a moral obligation of Slovenian family firms?. V: AŠANIN GOLE, Pedja (ur.), VUKASOVIČ, Tina (ur.). *The future of global business and marketing: how will smart companies deal with challenges and opportunities? : reviewed extended abstracts of the 10th International Scientific Conference of the Doba Business School*. Free electronic ed. Maribor: Doba Business School: = Doba Fakulteta za uporabne poslovne in družbene študije, 2020. Str. 167-169. Book

collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-08-6. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID [36246275](#)]

- VADNJAL, Jaka, KOCIPER, Tina, LETONJA, Marina. The overview of family firm management research in Slovenia. V: *Majska konferencija o stratejskem menadžmentu ; Studentski simpozijum o stratejskem menadžmentu : zbornik izvoda radova, Kladovo, 30. maj - 01. jun. 2010 god.* Bor: Tehnički fakultet, Odsek za menadžment, 2010. Str. 6-7. ISBN 978-86-80987-77-4. [COBISS.SI-ID [512828290](#)]
- DUH, Mojca, LETONJA, Marina, VADNJAL, Jaka. Educating succeeding generation entrepreneurs in family businesses - the case of Slovenia. V: SÁNCHEZ-GARCÍA, Jose C. (ur.). *Entrepreneurship education and training*. Rijeka: InTech, 2015. Str. 85-112. ISBN 978-953-51-2029-2. <http://cdn.intechopen.com/pdfs-wm/47424.pdf>, DOI: [10.5772/58950](https://doi.org/10.5772/58950). [COBISS.SI-ID [11960092](#)]
- LETONJA, Marina, CIZELJ, Boris, AŠANIN GOLE, Pedja. Use of business models of customer relationships in Slovenian socially responsible smaller family firms = Uporaba poslovnih modelov odnosov s strankami v manjših slovenskih družbeno odgovornih družinskih podjetjih. V: AŠANIN GOLE, Pedja (ur.), MAČEK, Anita (ur.), OVIN, Rasto (ur.). *Research in theory and practice in contemporary business issues : monograph of the DOBA Business School 2020 = Raziskave v teoriji in praksi sodobnih poslovnih vprašanj : monografija DOBA fakultete 2020*. Brezplačna elektronska izd. Maribor: DOBA Business School: = DOBA Fakulteta za uporabne poslovne in družbene študije, 2020. Str. 79-94, tabele. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-09-3. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID [42896387](#)]
- LETONJA, Marina, JERAJ, Mitja. Transfer of social capital in correlation with innovativeness of the next family generation in family businesses = Prenos socialnega kapitala v povezavi z inovativnostjo naslednje generacije v družinskih podjetjih. V: AŠANIN GOLE, Pedja (ur.), MAČEK, Anita (ur.). *Izzivi uporabnih poslovnih in družbenih študij : monografija Doba fakultete 2018 = Challenges of applied business and social studies : 2018 monograph of the Doba Business School*. Maribor: Doba Fakulteta za uporabne poslovne in družbene študije: = Doba Business School, 2018. Str. 3-18. Zbirka Spoznanja iz ekonomskih ter uporabnih poslovnih in družbenih študij. ISBN 978-961-7061-01-7. [COBISS.SI-ID [513040944](#)]
- LETONJA, Marina, JERAJ, Mitja. An Empirical Study of the Relationship between Entrepreneurial Competences and Innovativeness of Successors in family SMEs = Empirična študija odnosa med podjetniškimi sposobnostmi in inovativnostjo naslednikov v manjših družinskih podjetjih. V: OVIN, Rasto (ur.). *Dajmo prostor novemu znanju : monografija Doba fakultete*. Maribor: Doba, Fakulteta za uporabne poslovne in družbene študije, 2017. Str. 131-149, tabele. Spoznanja iz ekonomskih ter uporabnih poslovnih in družbenih študij, [2]. ISBN 978-961-6818-54-4. [COBISS.SI-ID [512992560](#)]
- LETONJA, Marina, MAČEK, Anita, OZBEBEK TUNÇ, Ayşegül, KOVAČEVSKI, Dimitar. Business principles and processes: entrepreneurship and innovative management. V: AŠANIN GOLE, Pedja (ur.), ANDONOV, Dejan. *Linking business and communication : from a sparkle to a flame*. Maribor: Doba Business School, 2018. Str. 1-31. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-6818-56-8. [COBISS.SI-ID [513021744](#)]
- LETONJA, Marina (avtor, odgovorni urednik), BERGINC, Jordan, PUSTOTNIK, Nataša, SRABOTNIK, Marko, TOMŠIČ, Goran, ZELNIK, Sonja. *ABC podjetništva : izzivi podjetnic in podjetnikov ob ustanovitvi in zagonu poslovanja novih podjetij : priročnik za podjetnice in podjetnike začetnike ter bodoče podjetnice in podjetnike*. Ljubljana: SPIRIT Slovenija, 2019. 1 spletni vir (1 datoteka PDF (93 str.)). ISBN 978-961-7061-06-2. https://www.podjetniski-portal.si/uploads/gradiva/spot/eprirocnik_abc_podjetnistva_2.pdf. [COBISS.SI-ID [303549696](#)]

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Coaching kompetence in supervizija
Course title:	Coaching competencies and supervision

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	Poslovni coaching	2.	/
Master programme - 2 nd cycle International Innovative Business Management	Business Coaching	2nd	/

Vrsta predmeta / Course type Izbirni/Elective

Univerzitetna koda predmeta / University course code: CKS

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer: doc. dr. Danijela Brečko

Jeziki / Languages:	Predavanja / Lectures:	Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian
	Vaje / Tutorial:	Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

/

/

Vsebina:

Content (Syllabus outline):

<p>1. Smernice za poklicno prakso za coache in coaching psihologe</p> <ul style="list-style-type: none"> • Mednarodna zveza coachov (ICF) • Evropski svet za mentorstvo in coaching (EMCC) • Britansko psihološko društvo Sekcija za coaching psihologijo • Nacionalni organi za coaching <p>2. Ključne kompetence ICF in EMCC</p> <p>ICF</p> <ul style="list-style-type: none"> • Izkazuje etično prakso • Uteleša trenersko miselnost • Vzpostavi in vzdržuje dogovore • Goji zaupanje in varnost • Ohranja prisotnost • Aktivno posluša • Vzbuja zavedanje • Omogoča rast strank <p>EMCC</p> <ul style="list-style-type: none"> • Razumevanje sebe • Zavezanost k samorazvoju • Upravljanje pogodb • Gradnja odnosa • Omogočanje vpogleda in učenja • Usmerjenost v rezultate in delovanje • Uporaba modelov in tehnik • Vrednotenje <p>3. Coaching pogodba in etika coachinga</p> <ul style="list-style-type: none"> • Pri oblikovanju dogovora med coachem in stranko bodo upoštevana vprašanja na mikro- in makroravni: • Mikro raven, npr. dnevni red seje, rezultati, aktivno poslušanje • Makroraven, npr. širši namen, načrtovanje, ocenjevanje, povratne informacije <p>4. Supervizija v praksi</p> <ul style="list-style-type: none"> • Modeli supervizije • Pogodba o superviziji • Pospeševanje razvoja in zagotavljanje podpore • Spodbujanje poklicnih standardov • Zavedanje o odnosih • Sistemska ozaveščenost • samozavedanje • omogočanje skupinskega nadzora <p>5. Strokovne akreditacije in oblikovanje strokovne prakse coachinga</p>	<p>1. Professional practice guidelines for coaches and coaching psychologists</p> <ul style="list-style-type: none"> • International Coach Federation (ICF) • European Mentoring and Coaching Council (EMCC) • British Psychology Society Division of coaching psychology • National coaching bodies <p>2. ICF and EMCC Core competencies</p> <p>ICF</p> <ul style="list-style-type: none"> • Demonstrates ethical practice • Embodies a coaching mindset • Establishes and maintains agreements • Cultivates trust and safety • Maintains presence • Listens actively • Evokes awareness • Facilitates client growth <p>EMCC</p> <ul style="list-style-type: none"> • Understanding Self • Commitment to Self-Development • Managing the Contract • Building the Relationship • Enabling Insight and Learning • Outcome and Action Orientation • Use of Models and Techniques • Evaluation <p>3. Coaching agreement and ethics</p> <ul style="list-style-type: none"> • Micro and macro level issues will be considered when establishing the coach-client agreement: <ul style="list-style-type: none"> ○ Micro-level e.g., session agendas, outcomes, active listening ○ Macro-level e.g., wider purpose, scheduling, evaluation, feedback <p>4. Supervision in practice</p> <ul style="list-style-type: none"> • Supervision models • Supervision contract • Facilitating development and providing support • Promoting professional standards • Relationship awareness • Systemic awareness • Self awareness • Facilitating group supervision <p>5. Professional accreditations and building professional coaching practice</p>
---	--

Temeljni literatura in viri / Readings:

Obvezna literatura / Mandatory Readings:

- Baron, L., & Morin, L. (2009). The coach-coachee relationship in executive coaching: A field study. *Human Resource Development Quarterly*, 20(1), 85-106.
- Briner, R. B. (2012). Does coaching work and does anyone really care. *OP Matters*, 16(17), 4-12
- Cox, E., Bachkirova, T., & Clutterbuck, D. A. (Eds.). (2014). *The complete handbook of coaching*. Sage. – Chapters 26, 29, 30
- Griffiths, K. E., & Campbell, M. A. (2008). Regulating the regulators: Paving the way for international, evidence-based coaching standards. *International Journal of Evidence Based Coaching and Mentoring*, 6(1), 19-31.
- Whitmore, J. (2009). *Coaching for Performance (4th ed)*. Nicholas Brealey Publishing.

Priporočena literatura / Recommended Readings:

- British Psychological Society. (2017). *Generic Professional Practice Guidelines (3rd ed)*. London: BPS.
 - British Psychological Society (2018). *Code of Ethics and Conduct*. London: BPS
 - European Mentoring & Coaching Council (EMCC): <https://www.emccouncil.org/>
 - International Coach Federation: <https://coachfederation.org/>
 - Law, H. (2013). *Coaching Psychology: A Practitioner's Guide*. Wiley-Blackwell.
 - Passmore, J. (Ed.). (2015). *Excellence in coaching: The industry guide*. Kogan Page Publishers.
- Passmore, J. (2009). Coaching ethics: Making ethical decisions—novices and experts. *The Coaching Psychologist*, 5(1), 6-10.

Cilji in kompetence:

Ključni cilji predmeta so: 1. spodbujanje razvoja znanja, razumevanja in kritičnega vrednotenja kompetenc coachinga in strokovnih okvirov 2. razviti razumevanje etične prakse in supervizije na področju coachinga

Predmetno-specifične kompetence:

- razumevanje strateških okvirov za izvajanje programov coachinga na individualni in skupinski ravni.
- zaveda svojih vrednot, prepričan in vedenja; prepozna, kako ti vplivajo na njegovo/njeno prakso, in to samozavedanje uporablja za upravljanje učinkovitosti pri doseganju ciljev klientov in, kjer je to primerno, sponzorja
- raziskuje in izboljšuje standard svoje prakse ter ohranja ugled poklica
- vzpostavi in ohranja pričakovanja in meje mentorske/coaching pogodbe s klientom in po potrebi s sponzorji
- spretno gradi in vzdržuje učinkovit odnos s klientom in po potrebi s sponzorjem
- sodeluje s klientom in sponzorjem, da bi dosegel/a višjo stopnjo samo refleksije in učenja
- definira coaching pristop in uporablja spretnosti pri podpiranju klientov pri doseganju želenih sprememb

Objectives and competences:

The key objectives of the course are to 1. promote the advancement of the knowledge, understanding and critical evaluation of coaching competencies and professional frameworks 2. To develop understanding of ethical practice and supervision in coaching

Subject-specific competences:

- Understand strategic frameworks to implement coaching programmes on individual and group level
- Demonstrates awareness of own values, beliefs and behaviours; recognises how these affect their practice and uses this self-awareness to manage their effectiveness in meeting the client's, and where relevant, the sponsor's objectives
- Explore and improve the standard of their practice and maintain the reputation of the profession
- Establishes and maintains the expectations and boundaries of the mentoring/coaching contract with the client and, where appropriate, with sponsors
- Skilfully builds and maintains an effective relationship with the client, and where appropriate, with the sponsor
- Works with the client and sponsor to bring about insight and learning

- uporablja modele in orodja, tehnike in ideje, ki presegajo temeljne komunikacijske veščine, da bi dosegel/a vpogled in učenje
- zbira informacije o učinkovitosti lastne prakse in prispeva k vzpostavitvi kulture vrednotenja rezultatov

Splošne/prenosljive kompetence:

- Sposobnost kritične refleksije in sposobnost za razvoj socialnih in komunikacijskih kompetenc za delovanje v mednarodnem okolju.
- Sposobnost pozitivnega odnosa do analitičnega reševanja problemov in učinkovitega vodenja in timskega dela.

- Demonstrates approach and uses the skills in supporting the client to make desired changes
- Applies models and tools, techniques and ideas beyond the core communication skills in order to bring about insight and learning
- Gathers information on the effectiveness of own practice and contributes to establishing a culture of evaluation of outcomes.

General/transferable competences:

- Ability to critically reflect and ability to develop social and communication competencies in international environment
- Ability to develop positive approach to analytical problem solving, effective leadership and team work

Predvideni študijski rezultati:

Študent/ka bo:

- Uporabil/a refleksijo o lastnem zavedanju sebe in coaching kompetenc ter njihov razvoj
- Znal/a prepoznati, opredeliti, obravnavati in ovrednotiti zahteve glede poklicnih kompetenc za individualno akreditacijo pri strokovnih organizacijah
- Znal/a razlikovati med kompetencami, ki so potrebne za učinkovito izvajanje coachinga, npr. aktivno poslušanje, empatija, EQ, samozavedanje, vzpostavljanje odnosov
- opredeliti, prepoznati cilje in globino dogovora med coachem in klientom ter pri tem upoštevati vprašanja na mikro- in makroravni
- razumel/a, kako pristopiti k razvoju učinkovitega dogovora o coachingu in odnosa (tj. zaupanja, odnosa) s klientom
- razvil/a sposobnosti napisati lastno pogodbo o dogovoru med coachem in klientom
- razvil/a zavedanje o etičnih smernicah in standardih coachinga ter jih razlikovati od drugih poklicev (npr. psihoterapevtov, mentorjev)
- znal/a ustrezno uporabiti poklicne smernice pri etičnih dilemah v različnih coaching situacijah

Intended learning outcomes:

A student will:

- Reflect on and develop own self awareness and coaching competencies
- Identify, define, discuss and evaluate professional competency requirements for individual accreditation with professional bodies
- Distinguish between specific skills required for effective coaching e.g., active listening, empathy, EQ, self awareness, relationship building
- Define, recognise the aims and depth of the coaching agreement, considering issues at the micro and macro level;
- Understand how to approach the development of an effective coaching agreement and relationship (i.e., trust, rapport) with a client;
- Think about and write own coaching agreement contract
- Develop awareness of coaching ethics and standards guidelines, distinguishing these from other professions (e.g., Counsellors);
- Apply appropriately, such professional guidelines to ethical dilemmas across coaching situations.

- znal/a prepoznati pomen pristnosti in zaupanja v coaching odnosu
- znal/a vrednotiti model strateške soodvisnosti pri coachingu in prepoznati, kdaj je ali ni dosežena soodvisnost pri klientu
- znal/a reflektirati na in razmisliti o svojem značilnem slogu in pristopu h coachingu

- Recognise the importance of authenticity and trust in the coaching partnership;
- Evaluate the Strategic Interdependence Model coaching, recognising when interdependence is, or is not, being achieved with the coachee;
- Reflect on and think about your own signature coaching style and approach that you may adopt in your career.

Metode poučevanja in učenja:

Learning and teaching methods:

Sodelovalno delo v virtualnem učnem okolju (spletni seminarji z aktivno udeležbo študentov, diskusijski forumi, individualne konzultacije itd.)
Individualno delo (študij temeljne literature in virov, analiza in kritično vrednotenje primerov izvedenih raziskav, priprava krajših in daljših pisnih izdelkov).
Timsko delo (aplikativne naloge: uporaba kompetenčnih okvirjev pri študijah primera)

Collaboration in a virtual learning environment (webinars with students' active participation, discussion forums, individual consulting hours etc.)
Individual work (studying mandatory literature and resources, analysis and critical evaluation of selected research examples, preparation of shorter and longer written assignments etc.)
Teamwork (applicative assignments: use of competency frameworks in case studies)

Načini ocenjevanja:

Delež (v %) /

Assessment:

Weight (in %)

Sprotno preverjanje in ocenjevanje znanja:		Continuous knowledge assessment:
<ul style="list-style-type: none"> • Kompleksna individualna naloga priprava pogodbe o coachingu strokovna akreditacija in načrt za coaching prakso • Timske naloge 	70 %	<ul style="list-style-type: none"> • Complex individual assignment: preparation of coaching agreement Professional accreditation and coaching practice plan • Team assignments
Končno preverjanje in ocenjevanje znanja:		Final knowledge assessment:
Daljši pisni izdelek	100 %	Project work

Reference nosilca / Lecturer's references:

1. Brečko, D.(2023). *Ravnanje s konflikti : za več zadovoljstva in manj stresa : monografija*. 1. izd. Ljubljana: Sofos, inštitut za upravljanje znanja in razvoj talentov <https://sofos.si/wp-content/uploads/2023/11/Ravnanje-s-konflikti-za-ve%C4%8D-zadovoljstva-in-manj-stresa.pdf>, <http://www.dlib.si/details/URN:NBN:SI:doc-9LXXRZWC>. [COBISS.SI-ID 170853379]

2. Brečko, D. (2022). Kakšne kompetence potrebujemo za delo in vodenje na daljavo : delo se spreminja – kompetence tudi. *Bančni vestnik : revija za denarništvo in bančništvo*. [Tiskana izd.], letn. 71, št. 5, str. 26-32, <https://bv.zbs-giz.si/bancni-vestnik/e-arhiv/2022-5/kak%C5%A1ne-kompetence-potrebujemo-za-delo-in-vodenje-na-daljavo>. [COBISS.SI-ID 110466051]
3. Brečko, D. (ur.). (2021). *S coachingom in mentorstvom v "novo normalnost" = With coaching and mentoring into "new normal" : Kongres coachev in mentorjev 2021 = Coaching and Mentoring Congress 2021 : zbornik prispevkov Kongresa coachev in mentorjev 2021 = proceedings of the Coaching and Mentoring Congress 2021 : 10. junij 2021*. Ljubljana: Sofos, Inštitut za upravljanje znanja in razvoj talentov. https://issuu.com/danijela72/docs/zbornik_prispevkov_kongresa_coachev_4d23bcf865ee69, <http://www.dlib.si/details/URN:NBN:SI:doc-PC71D2EW>. [COBISS.SI-ID 67635203]
4. Brečko, D. (2021). Vloga coachinga pri ustvarjanju organizacijske energije - ustvarjanje energije z zunanjo integracijo in notranjo dezintegracijo = The role of coaching by creating organizational energy - creating energy with outside integration and inside disintegration. V: BREČKO, Daniela (ur.). *S coachingom in mentorstvom v "novo normalnost" = With coaching and mentoring into "new normal" : Kongres coachev in mentorjev 2021 = Coaching and Mentoring Congress 2021 : zbornik prispevkov Kongresa coachev in mentorjev 2021 = proceedings of the Coaching and Mentoring Congress 2021 : 10. junij 2021*. Ljubljana: Sofos, Inštitut za upravljanje znanja in razvoj talentov. Str. 10-16. https://issuu.com/danijela72/docs/zbornik_prispevkov_kongresa_coachev_4d23bcf865ee69.
5. BREČKO, D.(ur.). (2020) *Meje odgovornosti v coachingu in mentorstvu = Boundaries of responsibility in coaching and mentoring : Kongres coachev in mentorjev 2020 = Coaching and Mentoring Congress 2020 : zbornik prispevkov Kongresa coachev in mentorjev 2020 = proceedings of the Coaching and Mentoring Congress 2020 : 11. in 12. junij 2020*. Ljubljana: Sofos, Inštitut za izobraževalni management, 2020. 1 spletni vir (1 datoteka PDF (78 str.)), ilustr. ISBN 978-961-94744-1-9. https://issuu.com/danijela72/docs/zbornik_prispevkov_kongresa_coachev_in_mentorjev_2. [COBISS.SI-ID 18380035]
6. Brečko, D. (2019). Triadni model merjenja učinkovitosti coachinga. V: BREČKO, Daniela (ur.). *Učinkovitost coachinga : [zbornik prispevkov coaching konference, 7. junija 2019 v Portorožu]*. Ljubljana: Sofos, Inštitut za upravljanje znanja in razvoj talentov, 2019. Str. 17-23, ilustr. Zbirka coach.si. ISBN 978-961-94744-0-2. https://issuu.com/danijela72/docs/zbornik_konference_u_inkovitost_coa. [COBISS.SI-ID 69946722]

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Inovativni menedžment znanja in razvoj zaposlenih
Course title:	Innovative knowledge management and employee development

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	Trajnostni kadrovski menedžment	2	/
Master programme - 2 nd cycle International Innovative Business Management	Sustainable Human Resource Management	2nd	/

Vrsta predmeta / Course type

Obvezni/Compulsary

Univerzitetna koda predmeta / University course code:

IMRZ

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

doc. dr. Danijela Brečko

Jeziki /

Languages:

Predavanja / Lectures:

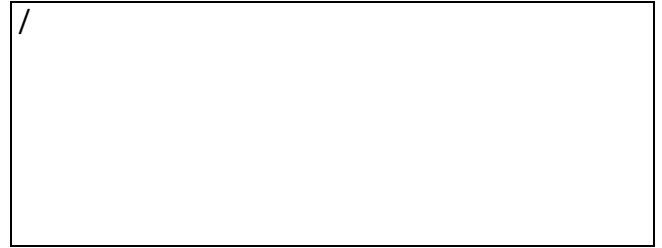
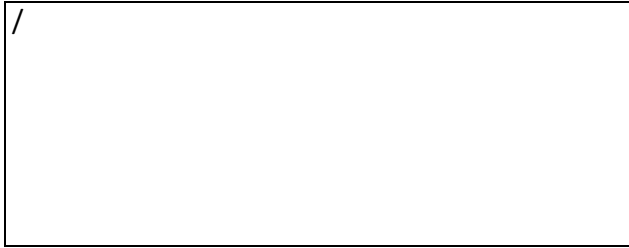
Vaje / Tutorial:

Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

**Vsebina:****1. Uvod v sodobni menedžment znanja**

- znanje kot vir trajne konkurenčne prednosti v sodobnem svetu
- organizacijsko učenje in organizacijski spomin v sodobnem kontekstu
- vpliv organizacijske kulture na menedžment znanja

2. Osnove inovativnega menedžment znanja

- ustvarjanje, pridobivanje in širjenje znanja
- modeli, procesi in strategije menedžmenta znanja v obdobju hitrih sprememb
- sistemi in orodja menedžmenta znanja

3. Inovativne prakse menedžmenta znanja

- teorije učenja, razvoja in upravljanja z znanjem na individualni, skupinski in organizacijski ravni
- deljenje znanja in sodelovanje
- pripovedovanje zgodb kot deljenje znanja
- veliki podatki in analitika v upravljanju znanja
- upravljanje učenja in znanja (dinamika organizacijskega učenja, učeča se organizacija, učni mehanizmi in procesi)

4. Tehnologije in inovativna orodja za menedžment znanja

- menedžment znanja v povezavi s sodobnimi orodji in platformami.
- umetna inteligenca
- digitalne knjižnice
- prenos znanja, izguba znanja in zaščita znanja

5. Inovativni razvoj zaposlenih

- konceptualizacija razvoja zaposlenih v okolju hitrih sprememb
- inovativni pristopi k razvoju zaposlenih (igrifikacija in simulacijsko usposabljanje,

Content (Syllabus outline):**1. Introduction to contemporary knowledge management**

- knowledge as a source of sustainable competitive advantage in the modern world
- organizational learning and organizational memory in the modern context
- the impact of organizational culture on knowledge management

2. Basics of innovative knowledge management

- creation, acquisition, and dissemination of knowledge
- models, processes and strategies of knowledge management in times of rapid change
- systems and tools of knowledge management

3. Innovative practices of knowledge management

- learning theories, development, and knowledge management at the individual, group, and organizational levels
- knowledge sharing and collaboration
- storytelling as knowledge sharing
- big data and analytics in knowledge management
- learning and knowledge management (dynamics of organizational learning, the learning organization, learning mechanisms, and processes)

4. Technologies and innovative tools in knowledge management

- knowledge management in connection with modern tools and platforms.
- artificial intelligence
- digital libraries

uporaba VR (virtualne resničnosti) in AR v razvoju zaposlenih, sistemi za upravljanje učenja (LMS) in njihova vloga v razvoju zaposlenih)

- metode za ocenjevanje uspešnosti programov razvoja zaposlenih: povratne informacije, ankete, testiranje znanj.
- trendi in priložnosti na področju razvoja zaposlenih na mednarodni ravni.

6. Usklajevanje menedžmenta znanja in razvoja zaposlenih

- usklajevanje menedžmenta znanja in razvoja zaposlenih z organizacijskimi cilji
- merjenje vpliva upravljanja znanja in razvoja zaposlenih na uspešnost organizacije
- ustvarjanje kulture učenja in izmenjave znanja

- knowledge transfer, knowledge loss, and knowledge protection

5. Innovative employee development

- conceptualization of employee development in an environment of rapid change.
- innovative approaches to employee development (gamification and simulation training, the use of VR(virtual reality) and AR in employee development, learning management systems (LMS) and their role in employee development)
- methods for evaluating the effectiveness of employee development programs: feedback, surveys, knowledge testing.
- trends and opportunities in the field of employee development at the international level.

6. Aligning knowledge management and employee development

- aligning knowledge management and employee development with organizational goals
- measuring the impact of knowledge management and employee development
- creating a culture of learning and knowledge exchange.

Temeljni literatura in viri / Readings:

Obvezna literatura / Mandatory Readings:

- Hislop, D., Bosua, R., Helms, R. (2018). Knowledge Management in organizations: a critical introduction. Forth Edition. Oxford
- de Jesus, H. , Antunes, G. in Gonçalves Pinheiro, P. (2020). Linking knowledge management, organizational learning and memory, Journal of Innovation & Knowledge, 5(2), str.140-149,. <https://doi.org/10.1016/j.jik.2019.04.002V> .
- I-Tit, A.A.; Al-Ayed, S.;Alhammadi, A.; Hunitie, M.;Alsarayreh, A. in Albassam, W. (2022). The Impact of Employee Development Practices on Human Capital and Social Capital: The Mediating Contribution of Knowledge Management, Journal of Open Innovation Technology Market and Complexity, 8 (2), str. 1-17.

Priporočena literatura/ Recommended reading:

- Thier, k. (2018). Storytelling in Organizations : a Narrative Approach to Change, Brand, Project and Knowledge Management, Springer Verlag. Poglavje 3 in 6.

- Victor, L.D. in Kathaluwage, K.C.D. (2019). The Impact of Training and Development on Knowledge Management, IJARIE-ISSN(O)-2395-4396, 5(1). str. 164-175.
- Kimiz, d. (2011).. Knowledge management in theory and practice 2nd ed., Massachusetts Institute of Technology, Massachusetts, USA. Poglavje 1-4, 6, 8,9, 11, Dostopno na: <https://nibmehub.com/opac-service/pdf/read/Knowledge%20Management%20in%20Theory%20and%20Practice%20by%20Kimiz%20Dalkir-%20Jay%20Liebowitz.pdf>

Cilji in kompetence:

Temeljni cilj predmeta je usposobiti študente za načrtovanje, analizo in implementacijo inovativnih strategij menedžmenta znanja in razvoja zaposlenih v sodobnih organizacijah, s poudarkom na uporabi inovativnih pristopov, tehnologij in orodij. S tem jih bomo pripravili za samostojno delo in vodilne vloge na področju upravljanja z znanjem in človeškimi viri. Pri predmetu bodo študenti razvili naslednje kompetence:

Predmetno-specifične kompetence:

- Sposobnost evalvacija in kritičnega ovrednotenja pomena znanja kot ključnega dejavnika za trajno konkurenčno prednost v sodobnem poslovnem okolju
- Sposobnost sintetiziranja različnih metod in orodij za ustvarjanje, pridobivanje in širjenje znanja ter njihova integracija v organizacijske strategije.
- Sposobnost implementacije in promocije inovativnih praks za deljenje in upravljanje z znanjem, ob upoštevanju teorij učenja in razvoja na različnih ravneh organizacije.
- Sposobnost priprave ustreznih rešitev za podjetja z uporabo sodobnih tehnologij, kot so umetna inteligenca in digitalne knjižnice, za reševanje konkretnih organizacijskih izzivov.
- Sposobnost kritične analize in implementacije inovativnih pristopov razvoja zaposlenih, s poudarkom na upoštevanju sodobnih trendov in uporabi sodobnih tehnologij ter metod razvoja zaposlenih.

Splošne/prenosljive kompetence:

Objectives and competences:

The key objective of the course is to educate students with the skills for planning, analyzing, and implementing innovative knowledge management and employee development strategies in modern organizations, emphasizing the use of innovative approaches, technologies, and tools. With this, we will prepare them for independent work and leadership roles in the field of knowledge management and human resources. Through the course, students will develop the following competencies:

Subject-specific competencies:

- Ability to evaluate and critically assess the importance of knowledge as a key factor for sustainable competitive advantage in a modern business environment.
- Ability to synthesize various methods and tools for creating, acquiring, and disseminating knowledge and their integration into organizational strategies.
- Ability to implement and promote innovative practices for knowledge sharing and management, considering learning and development theories at various organizational levels.
- Ability to prepare appropriate solutions for enterprises using modern technologies, such as artificial intelligence and digital libraries, to address specific organizational challenges.
- Ability to critically analyze and implement innovative approaches to employee development, emphasizing current trends and

- Sposobnost kontekstualnega, analitičnega razmišljanja in družbeno odgovornega podjetništva, razumevanje interkulturalnih vidikov in zavezanost poslovni kulturi, etiki, normam in vrednotam ter visoki profesionalnosti.
- Sposobnost analize kompleksnih problemov in sinteze rešitev ter sprejemanja odgovornosti za prognoziranje, strategijo in trajnostni razvoj malih in srednjih podjetij ter ustanov.
- Sposobnost kreativnega razmišljanja, oblikovanja pogojev za inovativnost in učinkovitega reševanja poslovnih problemov.

the use of modern technologies and methods for employee development.

General/transferable competencies:

- Ability for contextual, analytical thinking, and socially responsible entrepreneurship, understanding intercultural aspects, and commitment to business culture, ethics, norms, values, and high professionalism.
- Ability to analyze complex problems and synthesize solutions, taking responsibility for forecasting, strategy, and sustainable development of small and medium-sized enterprises and institutions.
- Ability for creative thinking, fostering conditions for innovation, and effective problem-solving in business contexts.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent/ka bo:

- znal/a kritično analizirati in vrednotiti različne sodobne pristope in tehnike menedžmenta znanja ter njihovo ustreznost za določene organizacijske izzive
- znal/a načrtovati, oblikovati in izvajati inovativne programe za razvoj zaposlenih, ki temeljijo na najnovejših pristopih in tehnologijah v menedžmentu znanja
- razvil/a sposobnost identificiranja, implementiranja in promocije naprednih tehnoloških rešitev (kot so umetna inteligenca in digitalne knjižnice) za izboljšanje praks ustvarjanja, pridobivanja in distribucije znanja v dinamičnem poslovnem okolju
- znal/a oblikovati in implementirati strategije, ki združujejo menedžment znanja z razvojem zaposlenih za učinkovito doseganje organizacijskih ciljev
- razumel/a pomen spodbujanja kulture nenehnega učenja in izmenjave znanja v organizacijah, s poudarkom na sodelovalnih pristopih in interdisciplinarnem timskem delu

Intended learning outcomes:

Knowledge and understanding:

The student will:

- be able to critically analyze and evaluate various contemporary approaches and techniques of knowledge management and their appropriateness for specific organizational challenges.
- be able to plan, design, and implement innovative employee development programs based on the latest approaches and technologies in knowledge management.
- develop the ability to identify, implement and promote advanced technological solutions (such as artificial intelligence and digital libraries) to enhance practices of creating, acquiring and distributing knowledge in a dynamic business environment.
- be capable in designing and implementing strategies that integrate knowledge management with employee development for effectively achieving organizational goals.
- understand the importance of fostering a culture of continuous learning and knowledge exchange in organizations, emphasizing collaborative approaches and interdisciplinary teamwork.

Metode poučevanja in učenja:**Learning and teaching methods:**

<p>Sodelovalno delo v virtualnem učnem okolju (spletni seminarji z aktivno udeležbo študentov, diskusijski forumi, individualne konzultacije itd.)</p> <p>Individualno delo (študij temeljne literature in virov, analiza in kritično vrednotenje primerov dobrih praks, priprava krajših in daljših pisnih izdelkov).</p> <p>Timsko delo (aplikativne naloge: priprava predlogov rešitve konkretnih izzivov za podjetja; reševanje študije primera)</p>	<p>Collaboration in a virtual learning environment (webinars with students' active participation, discussion forums, individual consulting hours etc.)</p> <p>Individual work (studying mandatory literature and resources, analysis and critical evaluation of good practise examples, preparation of shorter and longer written assignments etc.)</p> <p>Teamwork (applicative assignments: preparation of proposals for solutions to concrete challenges for companies; solving a case study)</p>
---	---

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<p>Sprotno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Kompleksna timska naloga ▪ Forumske diskusije ▪ Individualne naloge (krajše in daljše) <p>Končno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Pisni izpit ▪ Kompleksna individualna naloga 	<p>40 %</p> <p>10 %</p> <p>50 %</p> <p>70 %</p> <p>30 %</p>	<p>Continuous knowledge assessment:</p> <ul style="list-style-type: none"> ▪ Complex Team assignments ▪ Forum discussions ▪ Individual assignment (shorter and longer) <p>Final knowledge assessment:</p> <ul style="list-style-type: none"> ▪ Written exam ▪ A complex individual assignment
---	---	--

Reference nosilca / Lecturer's references:

BREČKO, D. (2023). *Ravnanje s konflikti : za več zadovoljstva in manj stresa* : monografija. 1. izd. Ljubljana: Sofos, inštitut za upravljanje znanja in razvoj talentov, 2023. 1 spletni vir (1 datoteka PDF ([79] str.)), tabele. ISBN 978-961-94744-4-0. <https://sofos.si/wp-content/uploads/2023/11/Ravnanje-s-konflikti-za-ve%C4%8D-zadovoljstva-in-manj-stresa.pdf>. [COBISS.SI-ID 170853379]

BREČKO, D. (2023) Stres in izgorevanje - podpora zaposlenim in vloga svetov delavcev. *Ekonomska demokracija : strokovno informativna revija za delavske predstavnike in menedžerje v sodobnem podjetju*, letn. 27, št. 1, str. 22-25, ilustr. ISSN 1855-8259. [COBISS.SI-ID 145327363]

BREČKO, D. (2023). Učenje in prenos znanja na delovnem mestu vzdolž različnih generacij. V: DEVJAK, Tatjana (ur.), BREČKO, Daniela. *Pravo in management v pogojih digitalnega poslovanja II*. 1. izd. Ljubljana: MLC Fakulteta za management in pravo, str. 15-51, ilustr. ISBN 978-961-96132-0-7. [COBISS.SI-ID 141373187]

BREČKO, D. (2023). Upravljanje dobrega počutja in vloga svetov delavcev : delo, zdravje in dobro počutje zaposlenih. *Ekonomska demokracija : strokovno informativna revija za delavske predstavnike in menedžerje v sodobnem podjetju*, letn. 27, št. 4, str. 20-23, ilustr. ISSN 1855-8259. [COBISS.SI-ID 167427843]

BREČKO, D. (2021). Intergenerational cooperation and stereotypes in relation to age in the working environment. *Changing societies & personalities*. 2021, vol. 5, no. 1, str. 103-125, ilustr. ISSN 2587-6104. <https://doi.org/10.15826/csp.2021.5.1.124>, DOI: 10.15826/csp.2021.5.1.124. [COBISS.SI-ID 61381891]

BREČKO, D.(2021). Intergenerational cooperation, learning and knowledge-sharing in the workplace. *Izzivi prihodnosti*, letn. 6, št. 2, str. 61-84, ilustr. ISSN 2463-9281. <https://ojs.fos-unm.si/index.php/ip/article/view/88/ip>, DOI: [10.37886/ip.2021.020](https://doi.org/10.37886/ip.2021.020). [COBISS.SI-ID [66080259](https://www.cobiss.si/id/66080259)]

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Organizacijsko vedenje in upravljanje sprememb
Course title:	Organizational behavior and change management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	Trajnostni kadrovski menedžment, Mednarodno poslovanje	2	/
Master programme - 2 nd cycle International Innovative Business Management	Sustainable Human Resource Management; International Business	2nd	/

Vrsta predmeta / Course type

Obvezni/Compulsary

Univerzitetna koda predmeta / University course code:

OVUS

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

izr. prof. dr. Živa Veingerl Čič

Jeziki /

Languages:

Predavanja / Lectures:

Vaje / Tutorial:

Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

/

/

Vsebina:

Content (Syllabus outline):

1. Organizacija in okolje

- vpliv globalizacije in digitalne transformacije na organizacije in zaposlene
- sodobna delovna mesta in delo na daljavo: trendi na področju sodobnih oblik dela, vključno z delom na daljavo, fleksibilnostjo in inovacijami v delovnem okolju
- Ravnotežje med generacijami na delovnem mestu
- Personalizacija in razumevanje posameznikovih potreb

2. Organizacijska dinamika

- organizacija kot socialni in dinamični sistem
- koncepti organizacijske dinamike in sistemskega razmišljanja
- vpliv organizacijskih sprememb na delovne procese, zaposlene in učinkovitost.

3. Organizacijsko vedenje

- opredelitev, vsebina in modeli organizacijskega vedenja
- pričakovanja, potrebe in vrednote
- vpliv organizacijske kulture na posameznika in time
- raznolikost, pravičnost in vključenost na delovnem mestu
- pozitivno organizacijsko vedenje in psihološki kapital

4. Posameznik v organizaciji

- ključne osebne lastnosti v kontekstu dela, procesi zaznavanja in stališča do dela
- osebna rast in razvoj zaposlenih
- motivacija in zavzetost zaposlenih v dobi digitalnega preoblikovanja
- upravljanje stresa in čustev
- proaktivnost in dobro počutje
- prilagajanje HR strategij posameznikovim potrebam za izboljšanje izkušnje in zadovoljstva zaposlenih.

5. Skupinska sinergija - skupinski procesi

- skupinska dinamika, stabilnost in sodelovanje
- odnosi med posameznikom in skupino
- komunikacija in odločanje v skupinah
- etika in kolektivna družbena odgovornost v organizacijah

6. Moč, politika in organizacijska pravičnost

- dinamika moči in vpliva v organizacijah

1. Organization and environment

- Impact of globalization and digital transformation on organizations and employees
- Modern workplaces and remote work: trends in contemporary work forms, including remote work, flexibility, and innovations in the work environment.
- Intergenerational balance at the workplace.
- personalization and understanding individual needs.

2. Organizational dynamics

- Organization as a social and dynamic system
- Concepts of organizational dynamics and systemic thinking
- Impact of organizational changes on work processes, employees, and efficiency.

3. Organizational behavior

- Definition, content, and models of organizational behavior
- Expectations, needs, and values
- Impact of organizational culture on individuals and teams
- Diversity, equity and inclusion in the workplace
- Positive organizational behavior and psychological capital

4. The individual in the organization

- Key personality traits in the context of work, perception processes and attitudes towards work
- Personal growth and development of employees
- Motivation and engagement of employees in the era of digital transformation
- Managing stress and emotions
- Proactivity and Well-Being
- Adapting HR strategies to individual needs to enhance employee experience and satisfaction.

5. Group synergy - group processes

- Group dynamics, stability, and collaboration
- Relationships between the individual and the group
- Communication and decision-making in groups

<ul style="list-style-type: none"> • politika in mreženje v delovnem okolju • sodobni pristopi k vodenju in odločanju • organizacijska pravičnost in zaupanje • upravljanje konfliktov in pogajanja <p>7. Kreativno upravljanje sprememb</p> <ul style="list-style-type: none"> • načrtovanje organizacijskih sprememb • odpor zaposlenih na spremembe in strategije za obvladovanje • vodstvene sposobnosti in kompetence, potrebne za upravljanje sprememb • kreativne metode vključevanja zaposlenih v proces sprememb • merjenje učinkovitosti in uspešnosti sprememb 	<ul style="list-style-type: none"> • Ethics and collective social responsibility in organizations <p>6. Power, politics, and organizational justice</p> <ul style="list-style-type: none"> • Dynamics of power and influence in organizations • Politics and networking in the workplace • Contemporary approaches to leadership and decision-making • Organizational justice and trust • Conflict management and negotiation <p>7. Creative Change Management</p> <ul style="list-style-type: none"> • Planning organizational changes • Employee resistance to change and strategies for managing • Leadership skills and competencies needed for change management • Creative methods of involving employees in the change management process • Measuring the effectiveness and success of changes
---	--

Temeljni literatura in viri / Readings:

Obvezna literatura/Mandatory Readings:

- Mullins, L.J. (2019). Organisational behaviour in the workplace, 12th Edition, Pearson Education Limited: United Kingdom. str. 21 – 409.
- Repovš, E., Drnovšek, M., & Kaše, R. (2019). Change Ready, Resistant, or Both? Exploring the Concepts of Individual Change Readiness and Resistance to Organizational Change. *Economic and Business Review*, 21(2). <https://doi.org/10.15458/85451.82>
- Ji, S., Chen, Z. & Cangiano, F. (2021). Proactivity and Well-Being: Initiating Changes to Fuel Life Energy. In K. Peng & C. Wu (Ed.), *Emotion and Proactivity at Work: Prospects and Dialogues* (str. 263-284). Bristol, UK: Bristol University Press. <https://doi.org/10.56687/9781529212655-016>
- Black, J. S. et. al. (2019). Organisational behaviour, XanEdu Publishing Inc, OpenStax (OER). Dostopno na: <https://openstax.org/details/books/organizational-behavior>

Dodatna literatura/Additional Literature:

- Robbins, S.P., Judge, T. A. & Beward, K. E. (2018). *Essentials of Organizational Behavior*, 13e, Canadian edition, Pearson Education. Part 2, 3, 6.
- Schein, E.H. (2017). *Organizational culture and Leadership*, 5th Edition, Wiley & Sons. New Jersey: Canada; str. 125-230.
- Bankins, S., Ocampo, A. C., Marrone, M., Restubog, S. L. D., & Woo, S. E. (2023). A multilevel review of artificial intelligence in organizations: Implications for organizational behavior research and practice. *Journal of Organizational Behavior*, 1–24. <https://doi.org/10.1002/job.2735>

Cilji in kompetence:

Objectives and competences:

Cilj predmeta je, da študenti razumejo vlogo in pomen organizacijskega vedenja in upravljanja s spremembami v organizaciji ter so sposobni implementirati kompleksne modele uvajanja organizacijskega vedenja in upravljanja s spremembami v različna poslovna okolja.

Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence:

Splošne/prenosljive kompetence:

- Sposobnost kreativnega razmišljanja, oblikovanja pogojev za inovativnost in učinkovitega reševanja poslovnih problemov.
- Sposobnost kritične refleksije in sposobnost za razvoj socialnih in komunikacijskih kompetenc za delovanje v mednarodnem okolju.
- Sposobnost pozitivnega odnosa do analitičnega reševanja problemov in učinkovitega vodenja in timskega dela.

Predmetno specifične kompetence:

- sposobnost analiziranja, sintetiziranja in kritičnega ovrednotenja vpliva globalnih trendov in sprememb na organizacijske strukture, delovne procese in vlogo zaposlenih.
- sposobnost analize in uporabe naprednih modelov organizacijskega vedenja za upravljanja organizacijske kulture, raznolikosti in vključenosti s poudarkom na identifikaciji in krepitvi pozitivnega organizacijskega vedenja in psihološkega kapitala v različnih delovnih okoljih.
- sposobnost integracije in uporabe znanj o osebnostnih lastnostih, zaznavanju in stališčih do dela za oblikovanje učinkovitih kadrovskih strategij, ki spodbujajo osebni razvoj, motivacijo in zavzetost zaposlenih in spodbujajo proaktivnost in dobro počutje
- sposobnost analize, sinteze in vrednotenja skupinskih procesov za učinkovito vodenje skupin, krepitev dinamike, sodelovanja in komunikacije v skupinah, ob hkratnem spodbujanju etičnosti in kolektivne družbene odgovornosti.

The objectives of the course are that students understand the role and importance of organizational dynamics and organizational behavior and are able to implement complex deployment models of organizational behavior and change management in different business environments.

Students will gain the following general and subject-specific competences:

General/transferable competences:

- Ability for creative thinking, designing conditions for innovation, and effectively solving business problems.
- Ability for critical reflection and the development of social and communication competencies for functioning in an international environment.
- Ability to maintain a positive attitude towards analytical problem-solving and effective leadership and teamwork.

Subject-specific competences:

- Ability to analyze, synthesize, and critically evaluate the impact of global trends on organizational structures, work processes, and the role of employees.
- Ability to analyze and apply advanced models of organizational behavior for managing organizational culture, diversity, and inclusion, with an emphasis on identifying and enhancing positive organizational behavior and psychological capital in various work environments.
- Ability to integrate and apply the knowledge about personality traits, perceptions, and attitudes towards work to develop effective HR strategies that promote personal development, motivation, and employee engagement, and encourage proactivity and well-being.
- Ability to analyze, synthesize, and evaluate group processes for effective team leadership, enhancing group dynamics, collaboration, and communication, while concurrently fostering ethics and collective social responsibility.

- povezovanje konceptov dinamike moči, vpliva in politike v organizaciji ter oblikovanje ukrepov za krepitev organizacijske pravičnosti, zaupanja in učinkovitega upravljanja konfliktov.
- Sposobnost načrtovanja in implementacije strategije upravljanja organizacijskih sprememb, z uporabo kreativnih metod za vključevanje zaposlenih in merjenjem učinkovitosti strategij, ob upoštevanju odpornosti do sprememb in strategij za njihovo obvladovanje

Predvideni študijski rezultati:

- Connecting concepts of power dynamics, influence and politics in the organization and developing measures to strengthen organizational fairness, trust, and effective conflict management.
- Ability to plan and implement strategies for managing organizational changes, utilizing creative methods to engage employees and measure the effectiveness of strategies, while considering resistance to changes and strategies for managing it.

Intended learning outcomes:

Znanje in razumevanje:

Študent/-ka bo:

- Znal/a analizirati vplive aktualnih trendov globalizacije in digitalne transformacije na izbrano organizacijo in predlagati konkretne strategije za optimizacijo delovnih procesov in izboljšanje prilagodljivosti zaposlenih
- Znal/a pripraviti konkreten predlog aktivnosti in ukrepov za posamezno področje organizacijskega vedenja na podlagi študije primera
- Znal/a identificirati in analizirati vpliv osebnostnih lastnosti, percepcije in stališč zaposlenih na njihovo vedenje, motivacijo in dobro počutje na delovnem mestu ter predlagati učinkovite strategije za izboljšanje delovne klime in zavzetosti zaposlenih.
- Razvil/a veščine za učinkovito vodenje in sodelovanje v skupinah, vključno z uporabo tehnik komunikacije in odločanja za doseganje skupinskih ciljev.
- Znal/a uporabiti sodobne pristope k vodenju in odločanju ter oblikovati in implementirati ukrepe za krepitev organizacijske pravičnosti in zaupanja.
- Znal/a pripraviti konkreten predlog strategije učinkovitega upravljanja spremembami v organizaciji, ob upoštevanju odpornosti zaposlenih in potencialnih ovir

Knowledge and understanding:

Student will:

- Able to analyze the impacts of current globalization trends and digital transformation on a selected organization and propose concrete strategies for optimizing work processes and improving employee adaptability.
- Able to prepare a concrete proposal of activities and measures for a specific area of organizational behavior based on a case study.
- Able to identify and analyze the impact of employee personality traits, perceptions, and attitudes on their behavior, motivation, and well-being at work, and propose effective strategies for improving the working atmosphere and employee engagement.
- will develop skills for effective leadership and collaboration in groups, including the use of communication and decision-making techniques to achieve group goals.
- Able to apply modern approaches to leadership and decision-making and design and implement measures to strengthen organizational fairness and trust.
- Able to prepare a concrete proposal for a strategy of effective change management in an organization, taking into account employee resistance and potential obstacles.

Metode poučevanja in učenja:**Learning and teaching methods:**

<p>Sodelovalno delo v virtualnem učnem okolju: (spletni seminarji z aktivno udeležbo študentov, diskusijski forumi, individualne konzultacije itd.)</p> <p>Individualno delo: individualne aktivnosti (študij temeljne literature in virov, analiza in kritično vrednotenje študij primerov, priprava krajših in daljših pisnih, refleksija, vrstniško ocenjevanje)</p> <p>Timsko delo (analiza študije primerov, kritičen razmislek in priprava konkretnih predlogov, predstavitev rešitev, komentar na naloge predlogov rešitev drugih timov)</p>	<p>Collaboration in a virtual learning environment (webinars with students' active participation, discussion forums, individual consulting hours etc.)</p> <p>Individual work (studying mandatory literature and resources, analysis and critical evaluation of selected case studies, preparation of shorter and longer written assignments, reflection, peer assessment etc.)</p> <p>Teamwork (case study analysis, critical thinking, and preparation of specific proposals, presentation of solutions, comments on the task proposals of other teams)</p>
---	--

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<p>Sprotno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Individualne naloge ▪ Forumske diskusije ▪ Timske naloge ▪ Refleksija <p>Končno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Pisni izpit ▪ Daljši pisni izdelek 	<p>45 %</p> <p>10 %</p> <p>40 %</p> <p>5 %</p> <p>80 %</p> <p>20 %</p>	<p>Continuous knowledge assessment:</p> <ul style="list-style-type: none"> ▪ Individual assignment ▪ Forum discussions ▪ Team assignments ▪ reflection <p>Final knowledge assessment:</p> <ul style="list-style-type: none"> • Examination • Project work
---	---	---

Reference nosilca / Lecturer's references:

<p>1. VEINGERL ČIČ, Živa, ŠAROTAR ŽIŽEK, Simona. Zadovoljstvo zaposlenih na delovnem mestu in bančni sektor. <i>Bančni vestnik : revija za denarništvu in bančništvo</i>. [Tiskana izd.]. okt. 2018, letn. 67, št. 10, str. 31-40, ilustr. ISSN 0005-4631. [COBISS.SI-ID 13124380]</p> <p>2. VEINGERL ČIČ, Živa, ŠAROTAR ŽIŽEK, Simona. Kontraproduktivno vedenje zaposlenih kot del individualne uspešnosti zaposlenih. <i>Bančni vestnik : revija za denarništvu in bančništvo</i>. [Tiskana izd.]. jan-feb. 2018, letn. 67, št. 1/2, str. 41-46. ISSN 0005-4631. [COBISS.SI-ID 12984092]</p> <p>3. ŠAROTAR ŽIŽEK, Simona, MULEJ, Matjaž, VEINGERL ČIČ, Živa. Pomen samodeterminacije zaposlenih v bančnem sektorju. <i>Bančni vestnik : revija za denarništvu in bančništvo</i>. [Tiskana izd.]. mar. 2018, letn. 67, št. 3, str. 39-43. ISSN 0005-4631. [COBISS.SI-ID 12995356]</p> <p>4. ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa. Osebnost in osebnostni razvoj zaposlenega. <i>Bančni vestnik : revija za denarništvu in bančništvo</i>. [Tiskana izd.]. jun. 2018, letn. 67, št. 6, str. 22-34. ISSN 0005-4631. [COBISS.SI-ID 13043228]</p>
--

5. VEINGERL ČIČ, Živa, MULEJ, Matjaž, ŠAROTAR ŽIŽEK, Simona. Different intelligences' role in overcoming the differences in employee value system. *Kybernetes : the international journal of systems & cybernetics*. 2018, no. 2, vol. 47, str. 343-358. ISSN 0368-492X. <http://www.emeraldinsight.com/doi/full/10.1108/K-06-2017-0200>, DOI: [10.1108/K-06-2017-0200](https://doi.org/10.1108/K-06-2017-0200). [COBISS.SI-ID [12964892](#)], [JCR, SNIP, WoS do 24. 2. 2018: št. citatov (TC): 0, čistih citatov (CI): 0, [Scopus](#) do 24. 2. 2018: št. citatov (TC): 0, čistih citatov (CI): 0]
6. VEINGERL ČIČ, Živa, BOBEK, Samo, ŠAROTAR ŽIŽEK, Simona. IT employees' job satisfaction - comparative analysis between industries. *Sankalpa : journal of management and research*. 2018, vol. 8, no. 1, str. 3-11. ISSN 2231-1904. [COBISS.SI-ID [13004828](#)]
7. ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa, ŠEBJAN, Urban. Manager za zdravje - modna muha ali nuja za podjetja. *Anali PAZU HD*. [Tiskana izd.]. jun. 2017, letn. 3, št. 1, str. 17-38, ilustr. ISSN 2386-0219. http://hd.anali-pazu.si/sites/default/files/%C5%A1arotar%20%C5%BEi%C5%BEek_simona.pdf. [COBISS.SI-ID [12850204](#)]
8. ŠAROTAR ŽIŽEK, Simona, VEINGERL ČIČ, Živa. The importance of developmental relations in the workplace. *Anali PAZU HD*. [Tiskana izd.]. dec. 2017, letn. 3, št. 2, str. 2-15, ilustr. ISSN 2386-0219. DOI: [10.18690/2386-0219.3.2.1-15\(2017\)](https://doi.org/10.18690/2386-0219.3.2.1-15(2017)). [COBISS.SI-ID [13049372](#)]
9. ŠAROTAR ŽIŽEK, Simona, MULEJ, Matjaž, VEINGERL ČIČ, Živa. Results of socially responsible transformational leadership : increased holism and success. *Kybernetes : the international journal of systems & cybernetics*. 2017, vol. 46, no. 3, str. 400-418. ISSN 0368-492X. <http://dx.doi.org/10.1108/K-06-2016-0129>, DOI: [10.1108/K-06-2016-0129](https://doi.org/10.1108/K-06-2016-0129). [COBISS.SI-ID [12726556](#)], [JCR, SNIP, WoS do 3. 12. 2019: št. citatov (TC): 4, čistih citatov (CI): 4, [Scopus](#) do 3. 12. 2019: št. citatov (TC): 4, čistih citatov (CI): 4]
10. VEINGERL ČIČ, Živa, ŠTRUKELJ, Tjaša. Spodbujanje vrednot družbene odgovornosti z organizacijsko kulturo. *Revija za univerzalno odličnost : RUO*. jun. 2017, letn. 6, št. 2, str. 174 -185. ISSN 2232-5204. http://www.fos.unm.si/media/pdf/RUO/2017-6-2/RUO_081_Veingerl_strukelj.pdf. [COBISS.SI-ID [2048421122](#)]
11. VEINGERL ČIČ, Živa, BOBEK, Samo, ŠAROTAR ŽIŽEK, Simona. Hi-tech professionals' intention to quit. *Sankalpa : journal of management and research*. 2017, vol. 7, no. 2, str. 1-11. ISSN 2231-1904. [COBISS.SI-ID [12854812](#)]
12. VEINGERL ČIČ, Živa, MULEJ, Matjaž, ŠAROTAR ŽIŽEK, Simona. Requisitely holistic development methods for improving human resource performance. *Teorija in praksa : revija za družbena vprašanja*. jul.-avg. 2016, letn. 53, št. 4, str. 1000-1017, 1025. ISSN 0040-3598. http://dk.fdv.uni-lj.si/db/pdfs/TiP2016_4_Veingerl-CicMulejSarotar-Zizek.pdf. [COBISS.SI-ID [2048150867](#)], [SNIP]

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Coaching psihologija v praksi: tehnike in orodja
Course title:	Coaching psychology practice: tools and techniques

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	Poslovni coaching	2.	/
Master programme - 2 nd cycle International Innovative Business Management	Business Coaching	2nd	/

Vrsta predmeta / Course type

Obvezni/Compulsory

Univerzitetna koda predmeta / University course code:

CPPTO

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

izr. prof. dr. Daša Grajfoner

Jeziki /

Predavanja / Lectures:

Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Languages:

Vaje / Tutorial:

Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

/

/

Vsebina:

<p>1. Spraševanje, komunikacija in zavedanje</p> <ul style="list-style-type: none"> • Aktivno poslušanje • Močna vprašanja • Govorica telesa in samozavedanje • Zavedanje drugih • Zaupanje in coaching odnos <p>2. Oblikovanje ukrepov, načrtovanje in določanje ciljev</p> <ul style="list-style-type: none"> • Ustvarjalna in inovativna orodja in tehnike • Merjenje napredka pri klientih • Upravljanje s časom <p>3. Psihometrija in metode ocenjevanja v coachingu</p> <p>4. Mojstrstvo coachinga in integrativni pristopi</p> <p>5. Reflektivni praktik</p> <ul style="list-style-type: none"> • Supervizija in mentorstvo • stalno strokovno izpopolnjevanje • Dnevniki coachinga in reflektivna praksa • Raziskovalne spretnosti za praktike: reflektivni okviri, akcijsko učenje

Content (Syllabus outline):

<p>1. Questioning, Communication and Awareness</p> <ul style="list-style-type: none"> • Active Listening • Powerful questions • Body language and self awareness • Awareness of others • Trust and coaching relationship <p>2. Designing actions, planning and goal setting</p> <ul style="list-style-type: none"> • Creative and innovative tools and techniques • Measuring clients progress • Time management <p>3. Psychometrics and Assessment Methods in Coaching</p> <p>4. Coaching Mastery and Integrative Approaches</p> <p>5. Reflective practitioner</p> <ul style="list-style-type: none"> • Supervision and mentoring • CPD • Coaching logs and reflective practice • Research skills for practioners: reflective frameworks, action based learning
--

Temeljni literatura in viri / Readings:**Obvezna literatura / Mandatory Readings:**

- Cox, E., Bachkirova, T., & Clutterbuck, D. A. (Eds.). (2014). *The complete handbook of coaching*. Sage.
- Dweck, C. S. (2009). Mindsets: Developing talent through a growth mindset. *Olympic Coach*, 21(1), 4-7.
- Grant, A. M. (2012). An integrated model of goal-focused coaching: An evidence-based framework for teaching and practice. *International Coaching Psychology Review*, 7(2), 146-165.
- Grajfoner, D. (2020). Razvoj systemskega coachinga in oblikovanje ciljev na delovnem mestu. Sprema študija v knjigi Klauza Theuretzbacherja in Petra Nemetscheka *Coaching in sistemska supervizija s srcem, rokami in razumom*
- Grajfoner, D. (2020). Coaching and Coaching Psychology in the Workplace: Analytical Perspectives and Development in Theory and Practice. *Slovenian Journal of Psychotherapy Kairos*, 14(1/2), 11-27.
- Palmer, S. & Whybrow, A. (2019). *Handbook of Coaching Psychology. A Guide for Practitioners*. Routledge: London. *Chapter 20*.
- Whitmore, J. (2009). *Coaching for performance: GROWing human potential and purpose—the principles and practice of coaching and leadership (people skills for professionals)*. Nicholas Brealey Publishing: London. – *Chapters 7-10,13*

Izbirna literatura/Recommended Readings:

- Alvey, S., & Barclay, K. (2007). The characteristics of dyadic trust in executive coaching. *Journal of Leadership Studies*, 1(1), 18-27.
- McDowall, A., & Smewing, C. (2009). What assessments do coaches use in their practice and why. *The Coaching Psychologist*, 5(2), 98-103.
- Peltier, B. (2010). *The Psychology of Executive Coaching. Theory and Application (2nd Ed.)*. Routledge: London. *Chapter 1*.

- Van Nieuwerburgh, C. (2017). *An introduction to coaching skills: A practical guide*. Sage. Chapters 11-13.

Cilji in kompetence

Ključni cilji predmeta so: 1. spodbujanje razvoja znanja, razumevanja in kritičnega vrednotenja kompetenc coachinga in strokovnih okvirov 2. razviti razumevanje etične prakse in supervizije na področju coachinga

Predmetno-specifične kompetence:

- Sposobnost razumevanja pomena širše strukture in procesa serije coaching seans, vključno z zaključnim sestankom in evalvacijo.
- Vzpostavljanje, upravljanje in vzdrževanje coaching sporazumov in pogodb
- Razumevanje sebe in odnosov z drugimi
- Sposobnost uporabe različnih modelov in tehnik v psihologiji coachinga ter razvijanje lastnega sloga coachinga
- Uporaba vrednotenja in omogočanje samo-refleksije, učenja in v rezultate usmerjenih procesov coachinga
- Jasnost glede strokovnih vprašanj v zvezi s coachingom, vključno s supervizijo, določanjem cen in izpopolnjevanjem.
- Zavedanje lastnih učnih stilov z uporabo orodja Index of Learning Styles.

Splošne/prenosljive kompetence:

- Sposobnost kritične refleksije in sposobnost za razvoj socialnih in komunikacijskih kompetenc za delovanje v mednarodnem okolju.
- Sposobnost pozitivnega odnosa do analitičnega reševanja problemov in učinkovitega vodenja in timskega dela.

Objectives and competences

The key objectives of the course are to 1. promote the advancement of the knowledge, understanding and critical evaluation of coaching competencies and professional frameworks 2. To develop understanding of ethical practice and supervision in coaching

Subject-specific competences:

- The ability to understand the importance around the wider structure and process of a series of coaching sessions, including the final session and evaluation
- Establishing, managing and maintaining agreements and contracts
- Understanding self and building relationships with others
- Ability to use different models and techniques in coaching psychology and develop one's own signature coaching style
- Use of evaluation and enabling insight, learning and outcome oriented coaching processes
- Clarity on professional issues around coaching including supervision, pricing and CPD.
- Awareness of their own learning styles using the Index of Learning Styles tool.

General/transferable competences:

- Ability to critically reflect and ability to develop social and communication competencies in international environment
- Ability to develop positive approach to analytical problem solving, effective leadership and team work.

Predvideni študijski rezultati:

Intended learning outcomes:

<p>Študent/ka bo:</p> <ul style="list-style-type: none"> • Razumel/a in kritično ovrednotil/a namen raziskav za z dokazi podprt coaching in potrebo po raziskovalni usposobljenosti. • Dokazal/a sposobnost uporabe aktivnega poslušanja z zavedanjem različnih ravni poslušanja in učinkovitosti poslušanja na zavestni ravni • Prepoznal/a in opredelil/a model miselne naravnosti k rasti pri klientih in pri sebi ter omogočiti interpretacije, ki pomagajo pri samozavedanju • Razumel/a in uporabil/a ustvarjalnosti in inovativnosti pri raziskovanju ciljev in ukrepov, da bi coachu omogočili razvoj načrtov • Znati uporabljati orodja in tehnike coachinga (npr. tehniko balona z vročim zrakom, hišo sprememb), da začnejo ustvarjati svoj lasten "nabor orodij" za coaching • Razumeti uporabo in etiko psihometričnih in ocenjevalnih metod pri ustvarjanju zavesti v procesu coachinga

<p>A student will:</p> <ul style="list-style-type: none"> • Understand and critically evaluate the purpose of research for evidence-based coaching and need for research competency • Demonstrate the ability to use active listening with awareness of different listening levels and the effectiveness of listening on a conscious level • Recognise and define the growth mindset model in clients and themselves, allowing interpretations to help gain self-awareness • Understand and apply creativity and innovation when exploring goals and actions to allow the coachee to develop plans • Be able to use coaching tools and techniques (e.g., hot air balloon technique, house of change) to start creating their own coaching 'tool kit' • Understand the application and ethics of psychometrics and assessment methods in creating awareness within coaching process
--

Metode poučevanja in učenja:

Learning and teaching methods:

<p>Sodelovalno delo v virtualnem učnem okolju (spletni seminarji z aktivno udeležbo študentov, diskusijski forumi, individualne konzultacije itd.)</p> <p>Individualno delo (študij temeljne literature in virov, analiza in kritično vrednotenje primerov izvedenih raziskav, priprava krajših in daljših pisnih izdelkov).</p> <p>Timsko delo (aplikativne naloge: uporaba coaching orodij in tehnik)</p>
--

<p>Collaboration in a virtual learning environment (webinars with students' active participation, discussion forums, individual consulting hours etc.)</p> <p>Individual work (studying mandatory literature and resources, analysis and critical evaluation of selected research examples, preparation of shorter and longer written assignments etc.)</p> <p>Teamwork (applicative assignments: use of coaching tool and techniques)</p>

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<p>Sprotno preverjanje in ocenjevanje znanja:</p> <ul style="list-style-type: none"> ▪ Kompleksna individualna naloge: <ul style="list-style-type: none"> ▪ Coaching dnevnik ▪ Individualna študija primera ▪ Timske naloge 	<p>70 %</p> <p>30 %</p>	<p>Continuous knowledge assessment:</p> <ul style="list-style-type: none"> ▪ Complex individual assignment: <ul style="list-style-type: none"> ▪ Coaching logs ▪ Coaching plan ▪ Individual case study • Team work
--	-------------------------	--

Končno preverjanje in ocenjevanje znanja: ▪ Daljši pisni izdelek	100 %	Final assessment: ▪ Project work
---	-------	-------------------------------------

Reference nosilca / Lecturer's references:

2. Grajfoner, D., Bolton, L. & Ke Guek, N. (nov 2023). Psychology of Leadership Across Cultures. In M. N. Craith, & K. Strani (Eds.). *Intercultural Issues in Business Management*.
3. Silvia King, Dasha Grajfoner, Lucy Bolton & Ke Guek Nee (nov 2023). Intercultural Coaching. In *Intercultural Issues in the Workplace: Leadership, Communication and Trust* Strani, Pfeiffer (eds)
4. Ke, G. N., Grajfoner, D., Carter, S., De-Lima, N., Khairudin, R., Lau, W. Y., Kamal, K. A., & Lee, S. C. (2022). Psychological Well-being and Employability of Retrenched Workforce during COVID-19: A Qualitative Study Exploring the Mitigations for Post Pandemic Recovery Phase. *Frontiers in Public Health*. <https://www.frontiersin.org/articles/10.3389/fpubh.2022.907797/abstract>
5. IF: 6.461/ Q1/ WoS, <https://www.frontiersin.org/journals/public-health>
6. Johnston C, van Huyssteen S, Grajfoner D et al (2022) Exploring the effect of a therapy dog in a group for young people experiencing anxiety. *Mental Health Practice*. doi: 10.7748/mhp.2022.e1629
7. Grajfoner, D., Rojon, C., & Eshraghian, F. (2022). Academic leaders: In-role perceptions and developmental approaches. *Educational Management Administration & Leadership*, 0(0). <https://doi.org/10.1177/17411432221095957> (Tier-Q1, IF: 4.71/ ISI/ Scopus). Lead author
8. Ke, G. N., Grajfoner, D., Wong, R. M., Carter, S., Khairudin, R., Lau, W. Y., Kamal, K. A., & Lee, S. C. (2022). Building the Positive emotion-Resilience-Coping efficacy model for COVID-19 pandemic. *Frontiers in Psychology*, 13, 764811 (Tier-Q1, IF: 2.99/ ISI/ Scopus). <https://doi.org/10.3389/fpsyg.2022.764811>
9. Grajfoner, D., Ke, G. N. & Wong, M. M (2021). Pet ownership and mental health and wellbeing of Malaysians During Covid-19 Movement Control. *Animals* 11(9) 2689 (Tier-Q1, IF: 2.323/Scopus) DOI: <https://doi.org/10.3390/ani11092689>. Lead author
10. King, S. ., Grajfoner, D., Beckett-McInroy, C., Ke, G.-N. ., & Bolton, L. (2021). Conference Proceedings: Coaching Psychology in a Post-COVID World (IPCD Panel Discussion, October 8-9, 2021). *Middle East Journal of Positive Psychology*, 7, 140-146.
11. Danby, P. & Grajfoner, D. (2022). Human-Equine Tourism and Nature-Based Solutions: Exploring Psychological Wellbeing through Transformational Experiences, *Journal of Hospitality & Tourism Research: Special Edition: Nature-based Solutions in Hospitality and Tourism*, Vol. 46, Issue. 3, pp. 607-629 DOI: [o1gdr/.o/i/p:stht0.1177/1096348020978555](https://doi.org/10.1177/1096348020978555)
12. Grajfoner, D. (2020). Razvoj sistemskega coachinga in oblikovanje ciljev na delovnem mestu. Spremn študija v knjigi Klaua Theuretzbacherja in Petra Nemetscheka *Coaching in sistemska supervizija s srcem, rokami in razumom*
13. Grajfoner, D. (2020). Coaching and Coaching Psychology in the Workplace: Analytical Perspectives and Development in Theory and Practice. *Slovenian Journal of Psychotherapy Kairos*, 14(1/2), 11-27.
14. Grajfoner, D. & Darrenshoori, M. (2020). A Novel Exploration of The Effect of Parental Divorce Early in Life on Stress-Coping Ability, Resilience and Mental Health in University Students. *Slovenian Journal of Psychotherapy Kairos*, 14(1/2), 31-57.
15. Ellam-Dyson, V., Grajfoner, D., Whybrow, A. & Palmer, S. (2019). Leadership and Executive Coaching. In S. Palmer & A. Whybrow (Eds.). *Handbook of Coaching Psychology: A Guide for Practitioners (2nd edition)* (pp. 439-452). London and New York: Routledge.
16. Dodds, G. & Grajfoner, D. (2018). Executive Coaching and National Culture in the United Arab Emirates: An Interpretative Phenomenological Analysis. *International Coaching Psychology Review*, 13 (1), 89-105.

17. Passmore, J, Brown, H, Peebles, D, Grajfoner, D & the European Coaching and Mentoring Research Consortium (2018) *The State of Play in Scottish Coaching*. Henley-on-Thames: Henley Business School ISBN 978-1-912473-01-4
18. Grajfoner, D., Harte, E., Potter, L. M. and McGuigan, N. (2017). The Effect of Dog-Assisted Intervention on Student Well-Being, Mood, and Anxiety. *Int. J. Environ. Res. Public Health* 2017, 14, 483.
19. Grajfoner, D. & Shams, M. (2015) Exploring coaching skills and competencies for family business coaching practice. In M. Shams & D. Lane (Eds.). *Supporting the Family Business: A Coaching Practitioner's Handbook* (pp. 147-171). Karnac.
20. Grajfoner, D. (2012). Animal Assisted Coaching: A novel approach to animal assisted interventions. Psihološki trening s pomočjo živali. Nov pristop k intervencijam s pomočjo živali. V Redulić, U. (ur.), *Živali in psihologija. Zbornik strokovnih prispevkov. Poletna Psihošola 2012* (62 – 66). Društvo študentov psihologije Slovenije (DŠPS).
21. Grajfoner, D. (2012). The Introduction to Animal Assisted Coaching Psychology: Definition and Challenges. *Coaching Psychology International*, 5 (1), 22-25.

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Integrativni projekt

Course title: Integrative project

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	2.	/
Master programme - 2 nd cycle International Innovative Business Management	/	2nd	/

Vrsta predmeta / Course type

Obvezni / Compulsory

Univerzitetna koda predmeta / University course code:

IP

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
18	12	0	0	0	125	6

Nosilec predmeta / Lecturer:

prof. dr. Valentina Prevolnik Rupel

Jeziki /

Languages:

Predavanja / Lectures:

Vaje / Tutorial:

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Slovenski, srbski, angleški, hrvaški / Slovenian, Serbian, English, Croatian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:

Prerequisites:

Znanje predvideno v učnih načrtih prvostopenjskih bolonjskih programov poslovnih in tehničnih ved.

Knowledge provided in the curricula of the first-degree Bologna programs of business and technical sciences.

Vsebina:

Content (Syllabus outline):

<ul style="list-style-type: none"> • Razvoj raziskovalne ideje in oblikovanje raziskovalne teme; • Formulacija problema, postavitve relevantnih raziskovalnih vprašanj in hipotez; • Razvoj teoretičnih izhodišč raziskave in študij literature ; • Načrt strokovne naloge - strategija iskanja informacijskih virov in kritičen pregled literature ter raziskav; • Odločanje o raziskovalnem pristopu in izboru raziskovalne strategije; • Uporaba kvantitativnih ali kvalitativnih metod raziskovanja; • Vzorčenje in tehnike zbiranje podatkov; • Metode analize • Priprava dispozicije magistrske naloge • Sinteza celotne strokovne naloge 	<ul style="list-style-type: none"> • Development of a research idea and research topic; • Formulation of the problem, setting relevant research questions and hypotheses; • Development of theoretical starting points for research and literature studies; • Individual thesis plan – search strategy for information sources and critical review of literature and research; • Deciding on the research approach and the choice of research strategy; • Use of quantitative or qualitative research methods; • Sampling and data collection techniques; • Methods of analysis • Preparation of the master's thesis proposal • Synthesis of the entire thesis proposal
---	---

Temeljni literatura in viri / Readings:

<ol style="list-style-type: none"> 1. DOBA Fakulteta (2021). Navodila za pripravo pisnih nalog na dodiplomskem in podiplomskem študiju. Maribor: DOBA Fakulteta. 2. DOBA Fakulteta (2021). Pravilnik o diplomiranju v drugostopenjskih magistrskih študijskih programih, izdaja št. 9. Maribor: DOBA Fakulteta, členi 1 do 8. 3. Prevolnik Rupel, V. (2021). Raziskovalno področje in vprašanja [webinar]. BlackBoard@DOBAFakulteta. 4. Prevolnik Rupel V. (2021). Opisna statistika [webinar]. BlackBoard@DOBAFakulteta. 5. Prevolnik Rupel, V., Slabe Erker, R. (2019). Učbenik – Osnovni statistični pojmi in analiza. 6. Prevolnik Rupel V. (2019). Vzorčenje [webinar]. BlackBoard@DOBAFakulteta. https://www.youtube.com/watch?v=Op5OgiixKWU 7. Prevolnik Rupel V. (2021). Postavljanje hipotez [webinar]. BlackBoard@DOBAFakulteta. 8. Prevolnik Rupel V. (2019). Kvalitativni podatki [webinar]. BlackBoard@DOBAFakulteta. 9. Kordeš M., Smrdu M. (2015). Osnove kvalitativnega raziskovanja. Koper: Univerza na Primorskem. Dostopno na: https://www.hippocampus.si/ISBN/978-961-6963-98-5.pdf 10. Gorjup Hlade, T. (2021) Posnetki – Iskanje gradiva, člankov, kratki videoposnetki, DOBA Fakulteta; Najdete v Medijskem kotičku v Blackboardu https://blackboard.doba.si/ultra/organizations/125391/outline ali v Bazi znanja https://moja.doba.si/cms/categories (gumb Medijski kotiček).

Cilji in kompetence:

Objectives and competences:

Študentje bodo pridobili pri predmetu naslednje splošne in predmetno-specifične kompetence:

- Razvoj kritične presoje;
- Usposobljenost za samostojno empirično raziskovalno delo;
- Zmožnost prepoznavanja in izkoriščanja priložnosti, ki se ponujajo v družbenem in delovnem okolju;
- Razumevanje socialne problematike ter sposobnost za njihovo analizo, sintezo in predvidevanje rešitev in njihovih posledic;
- Sposobnost poglobljanja in uporabo interdisciplinarnih, teoretičnih in praktičnih znanj pri spodbujanju inovativnosti in razvoj kreativnih potencialov posameznika;
- Zmožnost obvladovanja sistematičnega iskanja informacij in virov;
- Razumevanje odnosov med posamezniki, socialnimi organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje;
- Načrtovanje in obvladovanje sprememb ob oblikovanju celovite ocene stanja v socialnih organizacijah ali družbenem okolju z upoštevanjem različnih dejavnikov;
- Sposobnost izvajanja, koordiniranja in organiziranja raziskav;
- Sposobnost oblikovanja izvirnih idej, konceptov in rešitev določenih problemov;
- Strateška usmerjenost, sposobnost ponujanja rešitev za preprečevanje njihovih negativnih posledic;
- Izvajanje kvantitativne in kvalitativne analize podatkov;
- Zmožnost priprave učinkovite predstavitve rezultatov raziskave;
- Razumevanje pomena in možnosti iskanja in pridobitve virov financiranja raziskave znotraj EU;
- Zavedanje pomena kakovosti in prizadevanje za kakovost strokovnega dela.

Students will acquire the following general and subject-specific competencies in the course:

- Development of critical judgment;
- Competence for independent empirical research work;
- Ability to identify and take advantage of opportunities available in the social and work environment;
- Understanding of social issues and the ability to analyze, synthesize and predict solutions and their consequences;
- Ability to deepen and use interdisciplinary, theoretical and practical knowledge in promoting innovation and developing the creative potential of the individual;
- Ability to master the systematic search for information and resources;
- Understanding the relationships between individuals, social organizations and the social environment, the ability for a complex systemic view and operation;
- Planning and managing change while forming a comprehensive assessment of the situation in social organizations or the social environment, taking into account various factors;
- Ability to conduct, coordinate and organize research;
- Ability to formulate original ideas, concepts and solutions to specific problems;
- Strategic orientation, ability to offer solutions to prevent their negative consequences;
- Performing quantitative and qualitative data analysis;
- Ability to prepare an effective presentation of research results;
- Understanding the importance and possibilities of finding and obtaining sources of research funding within the EU;
- Awareness of the importance of quality and striving for the quality of professional work.

Predvideni študijski rezultati:

Študent/-ka bo:

- Pripravil strokovno nalogo oz. individualno dispozicijo za svoje magistrsko delo;

Intended learning outcomes:

The student will:

- Prepared a professional task or individual proposal for master's thesis;
- Based on the presented complex problem, will be able to formulate a relevant research question;

<ul style="list-style-type: none"> • Na temelju predstavljenega kompleksnega problema znal oblikovati relevantno raziskovalno vprašanje; • V bibliografskih bazah in bazah podatkov znal poiskati ključne koncepte in teorije, s katerimi pripravi okvir raziskave; • Znal izvesti celoten raziskovalni postopek; • Poznal osnovne kvalitativne in kvantitativne strategije raziskovanja ter jih bo znal smiselno uporabiti glede na raziskovalni problem; • Znal ustrezno vzorčiti ter aplicirati izbrano tehniko pridobivanja podatkov; • Iz analize zna izluščiti rešitev teoretičnega problema ali oblikovati predloge za reševanje kompleksnejših empiričnih problemov, • Znal korektno in na zanimiv način predstaviti ugotovitve raziskave; • Znal pripraviti problemska izhodišča za magistrsko nalogo. 	<ul style="list-style-type: none"> • Be able to find key concepts and theories in bibliographic databases in order to prepare the research framework; • Be able to carry out the entire research process; • Know the basic qualitative and quantitative research strategies and will be able to use them sensibly according to the research problem; • Be able to properly sample and apply the selected data acquisition technique; • Know how to extract results to a theoretical problem from the analysis or formulate proposals for solving more complex empirical problems, • Be able to present the research findings correctly and in an interesting way; • Be able to prepare problem starting points for a master's thesis.
---	--

Metode poučevanja in učenja:

<p>Frontalno delo: webinarji z aktivno udeležbo študentov (razlaga, diskusija, reševanje primerov) in predavanja v obliki posnetkov webinarjev</p> <p>Sodelovalno skupinsko delo: reševanje timskih nalog vaje (projektno delo, timsko delo)</p> <p>Individualno delo: individualne aktivnosti (naloge, študij literature in virov, razvojno in raziskovalno delo, refleksija, samoocenjevanje, javni nastop, pisni izdelki)</p> <p>Študij v virtualnem okolju: sodelovalne in individualne aktivnosti (forum, klepetalnica, študij gradiva)</p> <p>Opremljene metode poučevanja in učenja so pri študiju na daljavo ustrezno podprte s sodobnimi informacijsko-komunikacijskimi orodji in dopolnjene z učinkovitimi pristopi poučevanja in učenja v virtualnem učnem okolju.</p>

Learning and teaching methods:

<p>Frontal work: webinars with active participation of students (explanation, discussion, case solving) and lectures in the form of webinar recordings</p> <p>Collaborative group work: solving team tasks (project work, team work)</p> <p>Individual work: individual activities (assignments, study of literature and sources, development and research work, reflection, self-assessment, public speaking, written products)</p> <p>Study in a virtual environment: collaborative and individual activities (forum, chat room, study material)</p> <p>The defined teaching and learning methods in distance learning are adequately supported by modern information and communication tools and complemented by effective approaches to teaching and learning in a virtual learning environment.</p>
--

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<u>Sprotno preverjanje in ocenjevanje znanja</u>		<u>Continuous knowledge assessment</u>
<ul style="list-style-type: none"> • krajši pisni izdelki • daljši pisni izdelki 	40 60	<ul style="list-style-type: none"> • Short written assignments • longer written assignments
<u>Končno preverjanje in ocenjevanje znanja</u>		<u>Final knowledge assessment</u>
<ul style="list-style-type: none"> • Daljši pisni izdelek • Pisni izpit 	60 40	<ul style="list-style-type: none"> ▪ Long written casework (essay) ▪ Written exam

Reference nosilca / Lecturer's references:

- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina, BARTOLJ, Tjaša. The impact of personality dimensions on study behaviour and study attitudes of online students = Vpliv dimenzij osebnosti na učno vedenje in učna stališča online študentov. *Mednarodno inovativno poslovanje : strokovno-znanstvena revija za področje poslovanja in poslovnega izobraževanja*. 2019, letn. 11, št. 3, str. 42-52. ISSN 1855-6175. <https://journal.doba.si/OJS/index.php/jimb/article/view/2019-11-3-5/203>, DOI: [10.32015/JIBM/2019-11-3-5](https://doi.org/10.32015/JIBM/2019-11-3-5). [COBISS.SI-ID [1950350](#)]
- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina, MUSEK LEŠNIK, Kristijan. The impact of study attitudes and study behaviour on satisfaction of online students with the implementation of online study programmes. *EMI. Educational media international*. 2018, vol. 55, iss 3, str. 287-300. ISSN 0952-3987. DOI: [10.1080/09523987.2018.1512450](https://doi.org/10.1080/09523987.2018.1512450). [COBISS.SI-ID [1900686](#)]
- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina. How are motivational aspects and learning strategies related to satisfaction with online learning?. V: GÓMEZ CHOVA, Louis (ur.). *Edulearn20 : 12th International Conference on Education and New Learning Technologies : [July 6th-7th, 2020] : conference proceedings*. [Valencia]: IATED Academy, cop. 2020. Str. 7879-7885. EDULEARN proceedings (Internet). ISBN 978-84-09-17979-4. ISSN 2340-1117. <https://library.iated.org/view/DIVJAK2020HOW>, DOI: [10.21125/edulearn.2020.1983](https://doi.org/10.21125/edulearn.2020.1983). [COBISS.SI-ID [62889731](#)]
- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina, MUSEK LEŠNIK, Kristijan. Do different personality types of online students require individualised pedagogical approaches?. V: GÓMEZ CHOVA, Louis (ur.). *Edulearn18 : conference proceedings*. 10th International Conference on Education and New Learning Technologies, Palma (Spain), 2nd-4th of July, 2018. [Palma]: IATED Academy, 2018. Str. 4304-4311. EDULEARN proceedings (Internet). ISBN 978-84-09-02709-5. ISSN 2340-1117. <https://library.iated.org/view/DIVJAK2018DOD>, DOI: [10.21125/edulearn.2018.1085](https://doi.org/10.21125/edulearn.2018.1085). [COBISS.SI-ID [513033008](#)]
- DIVJAK, Marko, PREVOLNIK RUPEL, Valentina, MAČEK JERALA, Milena. Motivation and learning strategies of students at DOBA Business School and Biotechnical Centre Naklo : comparison and implications for marketing. V: AŠANIN GOLE, Pedja (ur.), VUKASOVIČ, Tina (ur.). *The future of global business and marketing: how will smart companies deal with challenges and opportunities? : reviewed extended abstracts of the 10th International Scientific Conference of the Doba Business School*. Free electronic ed. Maribor: Doba Business School: = Doba Fakulteta za uporabne poslovne in družbene študije, 2020. Str. 41-43. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-08-6. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID [34941955](#)]
- SRAKAR, Andrej, PREVOLNIK RUPEL, Valentina, BARTOLJ, Tjaša. Program evaluation and causal inference for histogram data : estimation of the effects of retirement on health outcomes. V: *Advances in data science for big and complex data : [abstracts]*. Paris: University Paris-Dauphine, 2020. Str.

13. http://vladowiki.fmf.uni-lj.si/lib/exe/fetch.php?media=sda:pub:program_workshop_data_science_2020_final.pdf. [COBISS.SI-ID 1953934]
- SRAKAR, Andrej, PREVOLNIK RUPEL, Valentina, BARTOLJ, Tjaša. Program evaluation and causal inference for distributional and functional data : estimation of the effects of retirement on health outcomes. *IHEA - International Health Economics Association*. <https://healtheconomics.confex.com/healtheconomics/2019/meetingapp.cgi/Person/5487>. [COBISS.SI-ID 1935758]
 - DIVJAK, Marko, MAČEK JERALA, Milena, PREVOLNIK RUPEL, Valentina. The implications of motivation and learning strategies of higher education students for education and marketing. V: AŠANIN GOLE, Pedja (ur.), MAČEK, Anita (ur.), OVIN, Rasto (ur.). *Research in theory and practice in contemporary business issues : monograph of the DOBA Business School 2020 = Raziskave v teoriji in praksi sodobnih poslovnih vprašanj : monografija DOBA fakultete 2020*. Brezplačna elektronska izd. Maribor: DOBA Business School: = DOBA Fakulteta za uporabne poslovne in družbene študije, 2020. Str. 163-173. Book collection Lessons from economic and applied business and social studies. ISBN 978-961-7061-09-3. <https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije>. [COBISS.SI-ID 42889475]
 - PREVOLNIK RUPEL, Valentina, SLABE ERKER, Renata. *Osnovni statistični pojmi in analize : učbenik pri predmetih Individualna strokovna naloga in Integrativni projekt*. Elektronska izdaja. Maribor: Doba Fakulteta, 2019. ilustr. ISBN 978-961-7061-03-1. https://www.doba.si/ftp/egradiva/Ucbenik_ISN_IP_2019.pdf. [COBISS.SI-ID 302147840]
 - DIVJAK, Marko (avtor, vodja projekta), PREVOLNIK RUPEL, Valentina, MUSEK LEŠNIK, Kristijan. *Osebnostne značilnosti in učno vedenje online študentov DOBA Fakultete : poročilo raziskovalnega projekta Smart DOBA*. [Maribor]: Doba Fakulteta, 2017. 70 str., tabele, graf. prikazi. [COBISS.SI-ID 513033264]

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 11. 1. 2022

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Magistrska naloga
Course title:	Master's thesis

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Podiplomski magistrski študijski program Mednarodno inovativno poslovanje	/	2.	/
Master programme - 2 nd cycle International Innovative Business Management	/	2nd	/

Vrsta predmeta / Course type Obvezni/Compulsory

Univerzitetna koda predmeta / University course code: MAG

Predavanja	Seminar	Vaje	Klinične vaje	Druge oblike študija	Samost. delo	ECTS
Lectures	Seminar	Tutorial	work	študija	Individ. work	
0	0	0	0	0	600	24

Nosilec predmeta / Lecturer: Mentorji pri posameznih predmetih/Lecturers

Jeziki / Languages:	Predavanja / Lectures:	Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian
	Vaje / Tutorial:	Slovenski, angleški, hrvaški, srbski/Slovene, English, Croatian, Serbian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti: **Prerequisites:**

Opravljene vse ostale študijske obveznosti po programu. Študent lahko v skladu s Pravilnikom o diplomiranju v drugostopenjskih magistrskih študijskih programih prijavi temo magistrske naloge kljub določenim manjkajočim študijskim obveznostim, ki pa jih mora zaključiti pred zagovorom magistrske naloge.

Completed all other academic requirements. When the master's thesis is applied, according to the Rules of the completion of the master's study programme, it is permitted that some academic requirements are missing, but the student must complete them before the final presentation of the master's thesis.

Vsebina:

- Izbor teme raziskovanja;
- Formulacija problema, postavitve relevantnih raziskovalnih vprašanj in hipotez;
- Odločanje o raziskovalnem pristopu in izboru raziskovalne strategije;
- Priprava dispozicije magistrske naloge:
 - Opredelitev problema raziskave in teoretičnih izhodišč,
 - Opredelitev pristopa k zastavljeni problematiki raziskovanja,
 - Opredelitev metod in tehnik raziskovanja za doseganje ciljev naloge,
 - Opredelitev členjenosti vsebine,
 - Opredelitev literature in virov;
- Prijava teme in mentorja magistrske naloge;
- Vzorčenje in zbiranje podatkov;
- Študij literature in virov;
- Izdelava magistrske naloge;
- Priprava predstavitve magistrske naloge in zagovor.

Content (Syllabus outline):

- Choosing a research topic;
- Identification of the research problem, development of hypotheses and research questions;
- Deciding on a research approach and selecting a research strategy;
- Preparation of the disposition of the master's thesis:
 - Definition of the research problem and theoretical frameworks,
 - Defining the approach to the research problem,
 - Defining of the research methods to achieve the objectives of the master's thesis,
 - Defining of the content structure,
 - Identification of references (literature);
- Formal application of the master's thesis and mentor;
- Sampling and data collection;
- Writing down the master's thesis;
- Preparation of the presentation of the master's thesis and its public presentation.

Temeljni literatura in viri / Readings:

- Obvezna literatura metodoloških predmetov: Raziskave trga in Integrativni projekt
- Izbor glede na temo in vsebino magistrske naloge/Selected study literature according to the master's thesis theme
- Izbor glede na temo in vsebino magistrske naloge/Selected study literature according to the master's thesis theme

Cilji in kompetence:

Objectives and competences:

Študenti bodo pridobili naslednje splošne in predmetno-specifične kompetence:

- Sposobnost prepoznavanja konkretnih problemov na področju programa;
- Reševanje konkretne problematike s pomočjo usvojenega teoretičnega znanja;
- Oblikovanje izvornih idej, konceptov in rešitev določenih problemov;
- Samostojnost in usmerjenost v reševanje problemov;
- Razvoj kritične presoje;
- Uporaba znanstvenih metod pri raziskovanju;
- Obvladovanje sistematičnega iskanja informacij in virov;
- Analiza in sinteza informacij;
- Zmožnost partnerskega dela;
- Povezovanje različnih znanj ter pomena uporabe strokovne literature;
- Samostojno učenje;
- Uporabo informacijske tehnologije.

Students will acquire the following general and subject-specific competencies:

- Ability to identify specific problems in the field of study programme;
- Solving specific problems through the use of theoretical knowledge;
- Formulating original ideas, concepts and solutions to particular problems;
- Autonomy and problem-solving orientation;
- Developing critical judgment;
- Scientific methods usage in research;
- Systematic search for information and resources;
- Analysis and synthesis of information;
- Ability to work in partnership;
- Integrating different knowledge and the importance of using professional literature;
- Independent learning;
- Use of information technology.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študentje bodo:

- izvedli raziskavo na izbrano temo v obliki magistrske naloge;
- oblikovali relevantno raziskovalno vprašanje na temelju predstavljenega kompleksnega problema;
- izluščili rešitev teoretičnega problema in oblikoval predloge za reševanje kompleksnejših empiričnih problemov;
- izbrali ključne koncepte in teorije v bibliografskih bazah in pripravil okvir raziskave;
- izvedli celoten raziskovalni postopek na podlagi kvalitativnih in kvantitativnih metod raziskovanja;
- ustrezno vzorčili ter aplicirali izbrano metodo pridobivanja podatkov;
- povezali pridobljeno znanje z različnih vsebinskih področij programa;
- izpeljali jasno in zanimivo predstavitev ugotovitev raziskave.

Intended learning outcomes:

Knowledge and understanding:

Student will :

- conduct a research on a selected topic in the form of a master's thesis;
- formulate a relevant research question based on the presented complex problem;
- single out a solution to a theoretical problem and formulate proposals for solving complex empirical problems;
- select key concepts and theories in bibliographic databases and prepare a research framework;
- conduct the entire research process on the basis of qualitative and quantitative research methods;
- appropriately sample and apply the selected data acquisition method;
- integrate acquired knowledge from different content areas of the program;
- made a clear and interesting presentation of the research findings.

Metode poučevanja in učenja:**Learning and teaching methods:**

Individualno delo: individualne aktivnosti (študij literature in virov, razvojno in raziskovalno delo, refleksija)

Delov parih oz. skupini: delo z mentorjem in ostalimi posamezniki, vključenimi v raziskovalne aktivnosti

Individual work: students' individual activities (literature and resources studies, research and development work, reflection)

Pair/group work: consultations with a mentor and other individuals involved in research activities

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

Daljši pisni izdelek	80 %	Longer written casework
Javni nastop s predstavitvijo rezultatov	20 %	Presentation

Reference nosilca / Lecturer's references:

Reference mentorja magistrske naloge so razvidne iz Cobissa./ The mentor's references of the master's thesis are evident from Cobiss.