

ZAŠČITA PODATKOV O ČLOVEŠKIH VIRIH

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Zaščita podatkov o človeških virih
Course title:	Personnel Data Protection
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069384
Koda učne enote na članici/UL Member course code:	575

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Mirko Pečarič
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

- Podatki: pojem, pomen in vloga v upravi in javnem sektorju. Vrste podatkov. Osební podatki. Podatki o zaposlenih in nezaposlenih. Načela in metode zbiranja, shranjevanja in uporabe. Pravica do zasebnosti in informacijske zasebnosti - razvoj pravic, značilnosti, ureditev. Zasebnost in informacijska zasebnost ter delovno mesto. Osební podatki in telekomunikacijske mreže. Osební podatki in pametne kartice. Osební podatki in video nadzor. Biometrični podatki. - Čezmejni tok podatkov. Regulacija: mednarodna, nacionalna, samo-regulacija.	- Data: the concept, importance, and role of government and public sector. The types of data. Personal data. Data on employment and unemployment. Principles and methods of collection, storage and use. The right to privacy and information privacy - the development of law, regulation, and characteristics. Privacy and information privacy and workplace. Personal data and computer networks. Biometric data. - Cross-border data flow. Regulation: international, national, self-regulation. - Obligations of the parties in the protection of personal data. Forms of threats to privacy and
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• Obveznosti subjektov glede varstva osebnih podatkov. Oblike ogrožanja zasebnosti in podatkov o človeških virih - kraja, vdori, virusi, sabotaza, vohunstvo ter druga kazniva dejanja računalniškega in kibernetkega kriminala. Ukrepi in način varstva osebnih podatkov. • Zasebnost zaposlenih. • Podatki o zaposlenih kot informacije javnega značaja. • Modeli za dostop do informacij o delu v javnem sektorju. • Spremljanje zaposlenih in uporaba podatkov, pridobljenih s spremljanjem e-pošte, dostop do določenih vsebin, notranja in zunanja komunikacija. • Odgovornosti in pristojnosti v zvezi z upravljanjem osebnih podatkov zaposlenih.	data on human resources - theft, Hacking, viruses, sabotage, espionage, and other parts of the computer and cyber crime. Measures and methods of protection of personal data. • Privacy of employees. • Data on employees as information of public importance. • Models of availability of data on employees in the public sector. • Monitoring of employees and use of data obtained by monitoring mail content, internal and external communications. • Responsibilities and competencies related to the management of personal data of employees.
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Temeljna literatura in viri/Readings:

• TZANOU, M. Personal Data Protection and Legal Developments in the European Union. Information Science Reference, Hershey, 2020. • GAWRONSKI M., Guide to the GDPR, Wolters Kluwer Alphen, den Rijn, 2019. • COMER M. J., STEPHENS T. E., An HR Guide to Workplace Fraud and Criminal Behavior: Recognition, Prevention, and Management, Routledge, 2016. • FOERSTER M., Global Employee Privacy and Data Security Law, BNA Books, A Division of Bureau of National Affairs, 2011. • TURNBULL I.J., Privacy in the Workplace, Wolters Kluwer, Ontario, 2009. • WEBSTER M, Data Protection for the HR Manager, Gower Publishing, Ltd., 2003. • OECD Guidelines on the Protection of Privacy and Transborder Flows of Personal Data, OECD, 2003.

Cilji in kompetence:

Osnovni cilj predmeta je: - seznanitev študentov s pravnimi koncepti varstva podatkov o človeških virih v upravi in javnem sektorju, - razumevanje vloge in posebnosti podatkov pri uveljavljanju pravic do zasebnosti in informacijske zasebnosti. Posebni cilji predmeta je: - ugotavljanje strateških in operativnih pomenov teh podatkov glede sprejemanja managerskih odločitev pri upravljanju s človeškimi viri. Študenti pridobijo kompetence, ki so povezane z reševanjem organizacijske, pravne in tehnične vidike varstva podatkov, kakor tudi metode in	The main goal of the course is: - to acquaint students with legal concepts of data protection on human resources in administration and the public sector, - to understand the role and specificity of data in exercising privacy and information privacy rights. The specific objective of the course is: - to determine the strategic and operational significance of personal data in terms of making managerial decisions in human resource management. Students acquire competencies related to solving organizational, legal and technical aspects of data protection, as well as methods and techniques for the collection, processing, storage and use.
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tehnike zbiranja, obdelave, shranjevanja in uporabe.	
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Predvideni študijski rezultati:
Intended learning outcomes:

Znanje, razumevanje in uporaba: Usposabljanje za uporabo novih konceptov in metod pri varstvu osebnih podatkov, spoštovanju pravic posameznikov v upravi in javnem sektorju, ki so povezane z uporabo komunikacijsko-informacijskih tehnologij.	Knowledge, understanding and application: Training for application of new concepts and methods to protect personal data, respect for individual rights in the administration and public sector related to the use of ICT.
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Metode poučevanja in učenja:
Learning and teaching methods:

Pouk se izvaja z interaktivnim delom s študenti v sklopu debat, ustvarjalnih delavnic, skupinskega dela pri reševanju konkretnih primerov in predstavitev ustreznih rešitev. Učni program se uresničuje: reševanjem primerov in konkretnih uporabniških zahtev, obravnavo literature, timskim delom, predstavitvijo rezultatov timskega dela, študij primerov, debatami, izdelavo projektov, diskusijskimi skupinami, obiski ustreznih organov uprave (npr. za varstvo pravic posameznikov), Uporaba Moodle učenja danjinu in delo v spletnih forumih, diskusijske skupine.	Interacting with students in debates, workshops, group work with problem-solving and presentation solutions. Interviews and discussions with guest speakers, Commissioner for Personal Data. Visi the administration, local government, or public service may be an example of good practice. Using Moodle for distance learning and work online in forums, discussion groups. Teamwork in workshops, case studies, debates.
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Načini ocenjevanja:
Delež/Weight
Assessment:

Zagovor seminarske naloge	10,00 %	Presentation of seminar
Seminarska naloga/ Analize primerov in/ali debate	20,00 %	Essay
Priprava in sodelovanje v razpravi/diskusiji	20,00 %	Preparing for and participating in the debate/discussion
Pisni izpit	50,00 %	Written exam

Reference nosilca/Lecturer's references:

- PEČARIČ, Mirko. Systemic legislation: By what right are distinctions made?. *Cogent social sciences*, 2020, vol. 6, iss. 1, str. 119.
- PEČARIČ, Mirko. The inadequacy of classical regulatory approaches in a complex environment. *Danube*, 2020, vol. 11, iss. 2, str. 91112.
- PEČARIČ, Mirko. Means against the rule of nobody. *Danube*, ISSN 18048285, 2018, vol. 9, issue 3, str. 135-152.
- PEČARIČ, Mirko. Transparency as transparency : new meaning for new contexts. *Journal of public affairs*, ISSN 14791854, 2018, vol. 19, iss. 1, str. 1-10.
- PEČARIČ, Mirko. Accountability of regulators through adaptable legal norms. The theory and practice of legislation, ISSN 20508840, 2018, vol. 6, no. 3, str. 321-342.

- PEČARIČ, Mirko. Sinomija : modrost kolektivnega ustvarjanja pravil, (Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo, 2017.
- PEČARIČ, Mirko. Regulativne tehnike. Ljubljana: Uradni list Republike Slovenije, 2015.

BAZE PODATKOV

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Baze podatkov
Course title:	Data Bases
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069398
Koda učne enote na članici/UL Member course code:	583

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Mitja Dečman
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
- Osnove baze podatkov. - Razvoj podatkovnih baz. - Podatkovni modeli. - Teorija relacijskih modelov. - Sestavine modela podatkov. Strukture, omejitve in dejavnosti, povezane z modelom podatkov. - Modeli objektov in odnosov. Relacijski model. Objektni model. Objektno-relacijski model. - Opredeletitev tabele in poizvedbe. - Funkcije upravljanja z bazo podatkov. Pregled baze podatkov. - SQL ODL, OQL, razširitve objekt v SQL9 - Semi-strukturalni modeli. - XML in njegov podatkovni model, XQuery.	- Fundamentals of Database. - Evolution of database systems. - Data models. - The theory of relational models. - The components of the data model. Structure, constraints, and operations related to the component data model. - Models of objects and relationships. The relational model. Object model. Object - relational model. - Defining tables and queries. - Functions of database management. Reviewing the database. - SQL ODL, OQL, object extensions to SQL9 - Semi-structural model. - XML and its data model, XQuery.

Temeljna literatura in viri/Readings:

- Kroenke, D., Auer, D., Database Concepts. Prentice Hall, Boston, ZDA, 2010. (izbrana poglavja/selected chapters)
- Date, C.J., An Introduction to Database Systems, Addison-Wesley, 2000. (izbrana poglavja/selected chapters)
- Ramakrishnan, R., J. Gehrke, Database Management Systems, McGraw Hill, 1999. (izbrana poglavja/selected chapters)
- Garcia-Molina, H., J. Ullman, J. Widom, Database Systems - The Complete Book, Prentice Hall, 2002. (izbrana poglavja/selected chapters)

Cilji in kompetence:	Objectives and competences:
Cilji: • Razviti znanja in sposobnosti za načrtovanje, razvoj in uporabo baz podatkov v organizacijah javne uprave. • Razviti sposobnosti kritične ocene možnih pristopov na tem področju. • Pridobiti znanja o aktivnostih in nalogah upravljanja podatkov. Kompetence: • Zmožnost samostojnega reševanja problemov snovanja, razvoja, gradnje in vzdrževanja baz podatkov na področju uprave in širše; • Sposobnost kreativnega sodelovanja v projektnih skupinah pri razvoju informacijskih sistemov, kjer so baze podatkov potreben informacijski vir; • Sposobnost komuniciranja z uporabniki baz podatkov v upravi in širše ter posredovanja lastnega znanja; • Zmožnost kritične presoje in analize vplivov in posledic uporabe baz podatkov v upravi in širše na mesto in integriteto državljanov in družbe.	Objectives: • Develop knowledge and skills in design, development and use of databases in organizations of public administration. • Develop the ability to critically evaluate alternative approaches in this area. • Acquiring knowledge of database systems and database management. Competences: • Ability of solving problems of design, development, construction and maintenance of databases in the field of administration and beyond; • Capability of creative collaboration in project teams in the development of information systems, where the base data needed source of information; • Ability to communicate with users of databases in general and administration and communications and their own knowledge; • Ability to critically assess and analyse the impacts and consequences of the use of databases in government and the wider city and the integrity of individuals and society.

Predvideni študijski rezultati:	Intended learning outcomes:
• Študent je sposoben samostojnega in kompleksnega študija podatkov in izbiranja ustreznih rešitev za uspešno obvladovanje le teh. • Študent razume izzive na področju modeliranja podatkov in je sposoben načrtovati različne modele in jih implementirati v različnih orodjih. • Študent zna uporabljati pridobljeno znanje v svojem delovnem okolju oz. praksi na področju načrtovanja, implementacije in uporabe baz podatkov.	• Student can independently perform independent and complex study of data and the selection process of appropriate tools for their management. • Student understands the challenges of data modelling and is capable of planning and implementing different models with different tools. • Student can use the gained knowledge in the work environment or practice for planning, implementation and use of data bases.

Metode poučevanja in učenja:	Learning and teaching methods:
1. predavanja 2. analiza primerov iz prakse 3. gostovanja strokovnjakov iz prakse 4. znanstveno-raziskovalna seminarska naloga 5. skupinska predstavitev 6. spremljanje dogodkov preko elektronske klepetalnice	1. lectures 2. case studies 3. hosting of practitioners 4. scientific research, seminar paper 5. (group) presentation 6. following the events via chat room

Načini ocenjevanja:	Delež/Weight	Assessment:
Seminarska naloga, študija primera, raziskovalni projekt – javna predstavitev.	45,00 %	Seminar paper, case study, research project – public presentation.
Ustni ali pisni izpit	55,00 %	Oral or written exam.

Reference nosilca/Lecturer's references:

- DEČMAN, Mitja. Understanding technology acceptance of government information systems from employees' perspective. *International journal of electronic government research*, ISSN 1548-3894. [Spletna izd.], 2015, vol. 11, issue 4, str. 69-88, ilustr.
- DEČMAN, Mitja. The role of government portals : an evaluation of the new Slovenian government portal. V: DEČMAN, Mitja (ur.), JUKIČ, Tina (ur.). *Proceedings of the 16th European Conference on e-Government, Ljubljana, 16.-17. June 2016 : ECEG 2016*. Reading: Academic Conferences and Publishing International, 2016, str. 45-53, ilustr.
- DEČMAN, Mitja. Modeling the acceptance of e-learning in mandatory environments of higher education: the influence of previous education and gender. *Computers in human behavior*, ISSN 0747-5632. [Print ed.], Aug. 2015, vol. 49, str. [272]-281
- DEČMAN, Mitja, VINTAR, Mirko. A possible solution for digital preservation of e-government: a centralized repository within a cloud computing framework. *Aslib proceedings*, ISSN 0001-253X, 2013, vol. 65, no. 4, str. 406-424, ilustr., doi: 10.1108/AP-05-2012-0049.
- DEČMAN, Mitja, KLUN, Maja. Efficiency and usability of information systems: e-recovery system in Slovenia. V: ADAMS, Carl (ur.). *Proceedings of the 15th European Conference on eGovernment*, University of Portsmouth, UK, 18-19 June 2015. Reading: Academic Conferences and Publishing International Limited, 2015, str. 79-86, ilustr.
- KOVAČ, Polonca, DEČMAN, Mitja. Implementation and change of processual administrative legislation through an innovative Web 2.0 solution. *Transylvanian review of administrative sciences*, 2009, no. 28 E, str. 65-86, ilustr.

ČLOVEŠKI VIRI V JAVNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Človeški viri v javni upravi
Course title:	HUMAN RESOURCE MANAGEMENT IN PUBLIC SECTOR
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069383
Koda učne enote na članici/UL Member course code:	574

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tatjana Kozjek, Valentina Franca
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
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1. Uvod v predmetno področje 2. Metodologija reševanja organizacijskih problemov 3. Motivacija in zadovoljstvo z delom 4. Izobraževanje in razvoj zaposlenih 5. Etika v javni upravi 6. Organizacijski ukrepi v javni upravi 7. Organizacijska in upravna kultura 8. Ravnanje s človeškimi viri v prihodnosti	1. Introduction 2. Methods and functions of HRM 3. Employee motivation 4. Training and development 5. Ethics in public sector 6. Job analysis and job design 7. Public sector culture 8. Developments in HRM
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Temeljna literatura in viri/Readings:

- Bredeson, D. & Goree, K. (2012). Ethics in the Workplace. 3rd edition, South-Western Cengage Learning, USA.
- Brewster, C & Hegewisch, A. (2017). Policy and Practice in European Human resources management. The Price Waterhouse Cranfield Survey. Routledge Taylor & Francis, London and New York.

- Pynes, J. E. (2013). Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach. 4th Edition. Jossey-Bass: San Francisco.

Cilji in kompetence:

Študent:

- preizkusi in primerja slovensko ureditev in prakso z ureditvami v nekaterih državah Evropske zveze.
- razume bistvene značilnosti ravnanja s človeškimi viri, njegovo evropsko perspektivo, procese spreminjanja tega področja v Evropski zvezi in nujnost nastajanja novih organizacijskih oblik
- razlikuje med pristopi pri ravnanju s človeškimi viri
- ovrednoti nove pristope pri ravnanju s človeškimi viri
- izvede primerjalne študije, razvije kritično distanco tako do teoretskih kot empiričnih virov, sposobnost analize konkretnih primerov pa mu daje podlago za reševanje organizacijskih problemov.

Kompetence:

- razumevanje značilnosti ravnanja s človeškimi viri v slovenskem in evropskem prostoru
- sposobnost načrtovanja in uveljavljanja novih organizacijskih oblik ter pristopov pri ravnanju s človeškimi viri
- sposobnost motiviranja javnih uslužbencev
- sposobnost razlaganja in utrjevanja vrednot sodobne javne uprave
- sposobnost samostojnega raziskovanja problemov na predmetnem področju v javni upravi.

Objectives and competences:

Student:

- examine and compare the Slovenian legislation and practice with the arrangements in some countries of the European Union.
- understand the main features of human resource management, its European perspective, processes of change in this area in the European Union and the necessity of creating new organizational forms
- distinction between approaches to human resources management
- evaluate new approaches to human resources management
- carried out a comparative study to develop a critical distance to both theoretical and empirical sources, ability to analyze concrete cases, it lays the groundwork for solving organizational problems.

Competencies:

- ability to comprehend the characteristics of HRM in Slovenian and EU context
- ability to plan and implement new organisational forms and approaches in HRM
- ability to motivate public servants
- ability to explain and consolidate the values of modern public administration
- ability to independently research problems in designated areas in public administration.

Predvideni študijski rezultati:

Študent razume procese v javni upravi in vlogo ljudi v njej. Sposoben je analizirati in razumeti zahtevne teoretične in empirične vire s proučevanega področja ter opraviti kritično analizo primerov v praksi.

Intended learning outcomes:

The student understands the processes of public administration and the role of people in it. He is able to analyze and understand complex theoretical and empirical resources by field of study and carry out a critical analysis of cases in practice.

Metode poučevanja in učenja:

- predavanje
- vaje
- študij primera
- e-učenje
- seminarsko/projektno delo

Learning and teaching methods:

1. lecture
2. practical work
3. case study
4. e-learning
5. seminar/project work

Načini ocenjevanja:

seminarska naloga

Delež/Weight

40,00 %

Assessment:

Seminar paper

pisni izpit in/ali ustni izpit	60,00 %	written (and / or oral) examination
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Reference nosilca/Lecturer's references:

- KOZJEK, Tatjana, FERJAN, Marko, ŽNIDARŠIČ, Anja. Perception of job security - empirical evidence from Slovenia. *Journal of East European management studies*, ISSN 0949-6181, 2017, vol. 22, no. 3, str. 287-314, ilustr., doi: [10.5771/0949-6181-2017-3-287](https://doi.org/10.5771/0949-6181-2017-3-287).
- PEČARIČ, Mirko, KOZJEK, Tatjana. From rational to more rational standards of proof. *International journal of public policy*, ISSN 1740-0619, 2016, vol. 12, no. 3/4/5/6, str. 115-129, ilustr.
<http://www.inderscience.com/offer.php?id=79729>, doi: [10.1504/IJPP.2016.10000524](https://doi.org/10.1504/IJPP.2016.10000524).
- TOMAŽEVIČ, Nina, KOZJEK, Tatjana, STARE, Janez. Does a voluntary job change affect work-family balance. *International business research*, ISSN 1913-9004, Feb. 2015, vol. 8, no. 2, str. 1-15, graf. prikazi, tabele, doi: [10.5539/ibr.v8n2p1](https://doi.org/10.5539/ibr.v8n2p1).
- KOZJEK, Tatjana, FERJAN, Marko. Organizational flexibility, employee security and organizational efficiency : a case study of Slovenian public and private sector organizations. *Organizacija : revija za management, informatiko in kadre*, ISSN 1318-5454. [Tiskana izd.], feb. 2015, vol. 48, no. 1, str. 3-22, tabele.
<http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/610/1034>, doi: [10.1515/orga-2015-0001](https://doi.org/10.1515/orga-2015-0001).
- TOMAŽEVIČ, Nina, KOZJEK, Tatjana, STARE, Janez. The consequences of a work - family (im)balance : from the point of view of employers and employees. *International business research*, ISSN 1913-9012. [Online ed.], 2014, vol. 7, no. 8, str. 83-100. <http://www.ccsenet.org/journal/index.php/ibr/article/view/38975/21571>, doi: [10.5539/ibr.v7n8p83](https://doi.org/10.5539/ibr.v7n8p83).
- KOZJEK, Tatjana, TOMAŽEVIČ, Nina, STARE, Janez. Work-life balance by area, actual situation and expectations : the overlapping opinions of employers and employees in Slovenia. *Organizacija : revija za management, informatiko in kadre*, ISSN 1318-5454. [Tiskana izd.], feb. 2014, vol. 47, no. 1, str. 35-51, tabele, graf. prikazi. <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/download/547/984>, doi: [10.2478/orga-2014-0004](https://doi.org/10.2478/orga-2014-0004).
- FRANCA, Valentina, DOHERTY, Michael. The scope of labour protection in the era of new forms of work : an EU perspective. V: SARIPEK, Doğa Başar (ur.), YENIHAN, Bora (ur.), FRANCA, Valentina (ur.). *A critical review of social sciences : contemporary issues*. London: Frontpage, 2019. Str. 437-451. ISBN 978-93-81043-33-2. [COBISS.SI-ID [5296302](https://www.cobiss.si/id/5296302)]
- FRANCA, Valentina. Med teorijo in prakso : vsebine izobraževanja in usposabljanja v kolektivnih pogodbah dejavnosti. *Delavci in delodajalci : [revija za delovno pravo in pravo socialne varnosti]*. 2018, letn. 18, [št.] 4, str. 609-632. ISSN 1580-6316. [COBISS.SI-ID [291666](https://www.cobiss.si/id/291666)]
- FRANCA, Valentina. Bodo od evropskega socialnega dialoga ostali samo še nezavezujoči dogovori? : pregled in analiza obstoječih praks. *Delavci in delodajalci : [revija za delovno pravo in pravo socialne varnosti]*. 2017, letn. 17, [št.] 4, str. 475-493. ISSN 1580-6316. [COBISS.SI-ID [277842](https://www.cobiss.si/id/277842)]

EKONOMIKA IN ANALIZA POSLOVANJA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Ekonomika in analiza poslovanja
Course title:	ECONOMICS AND PERFORMANCE ANALYSIS
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060787
Koda učne enote na članici/UL Member course code:	566

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			88	80	7

Nosilec predmeta/Lecturer:	Aleksander Aristovnik, Maja Klun
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Ekonomski problemi v družbi
2. Regulacija javnega sektorja
3. Značilnosti storitev javnega sektorja
4. Spremembe v delovanju javnega sektorja
5. Proračunski viri financiranja
6. Nепroračunski viri financiranja
7. Nove poslovne ideje
8. Podjetniški pristop k pridobivanju sredstev
9. Analiza poslovanja organizacij javnega sektorja
10. Odločitve o naložbah v javnem zavodu
11. Javna naročila
12. Študije primerov

1. Economic problems in society
2. Regulation of public sector
3. Characteristics of public sector services
4. Changes in the performance of public sector
5. Budgetary financing sources
6. Non-budgetary financing sources
7. New business ideas
8. An entrepreneurial approach to fundraising
9. Analysis of the performance of public sector organizations
10. Decisions on investments in public institution
11. Public procurement
12. Case studies

Temeljna literatura in viri/Readings:

- PEVCIN, P. (2011): Expenditure effects of intergovernmental transfers – the case of Slovenia. Uprava, letnik IX, št. 4.
- SETNIKAR CANKAR, Stanka, KLUN, Maja (2006). Značilnosti javnega sektorja v Sloveniji in ugotavljanje njegove učinkovitosti. Fakulteta za upravo, Ljubljana.
- TEKAVČIČ, Metka, PENDER, Sandra (2009). Towards the implementation of Lisbon strategy goals and strategic change management process : the case study of Slovenian public sector. Ekonomska fakulteta, Ljubljana.
- NEMEC, J. (2010): New Public Management and its Implementation in the CEE region: What do we know and where do we go? Uprava, letnik VIII, št. 1-2.
- SETNIKAR CANKAR, Stanka, PEVCIN, Primož (2010).: *Public administration role in social and economic transformation in south-east Europe*. Fakulteta za upravo, Ljubljana.
- LOUGHLIN, John, HENDRIKS, Frank, LINDSTRÖM, Anders (2011). The Oxford handbook of local and regional democracy in Europe. Oxford; Oxford University Press, New York. (izbrana poglavja).
- SETNIKAR CANKAR, Stanka, PETKOVŠEK, Veronika (2010). Evropske direktive o javnih naročilih in njihova izvedba v Sloveniji. DSU, Portorož.
- TAJNIKAR, Maks, DOŠENOVIC BONČA, Petra (2010). Kritična analiza organiziranosti zdravstva v Sloveniji. Portorož.
- OECD (2008). Performance Budgeting: A Users' Guide. Dostopno 1. 10. 2010 na: <http://siteresources.worldbank.org/INTMEXICO/Resources/1-1BarryAndersonFinal.pdf>.
- Aktualni domači in tuji članki (Revija Uprava, Economic and Business Review, The Economist in ostalo, dostopni na e-indeksu

Cilji in kompetence:

CILJI

Študent:

- spozna značilnosti ekonomike javnega sektorja in financiranja v pogojih tržne ekonomije,
- poveže teoretične osnove za uvajanje tržnih kriterijev na področju delovanja javnega sektorja z obravnavo politike in prakse javnega sektorja,
- analizira možnosti zagotavljanja javnih dobrin in alternative za njihovo financiranje,
- analizira vprašanja proračunskega financiranja in oblike privatizacije javnega sektorja in jih primerja z različnimi rešitvami financiranja v drugih tržnih ekonomijah,
- utemelji možnosti zagotavljanja dodatnih virov za financiranje dejavnosti in podjetniškega delovanja organizacij javnega sektorja s pomočjo primerov iz prakse.

KOMPETENCE

Študent:

- je sposoben samostojno uporabiti pridobljeno znanje pri reševanju vprašanj oz. problemov iz prakse,

Objectives and competences:

OBJECTIVES

Student:

- discovers the economics and public sector financing in the conditions of market economy,
- connects the theoretical basis for the introduction of market criteria in the public sector by addressing policies and practices in the public sector,
- analyzes the possibilities of providing public goods and alternatives for their funding,
- analyzes the issues of the budgetary funding and forms of privatization of public sector and compares them with various solutions of providing and financing in other market economies,
- justifies options of providing additional resources to finance performance and entrepreneurial activities of public sector organizations through case studies.

COMPETENCES

Student:

• je zmožen kritično presoditi in ovrednotiti odločitve in ukrepe na področju financiranja v pogojih tržne ekonomije, • je sposoben samostojno analizirati vprašanja poslovanja organizacij javnega sektorja, • je zmožen povezovati in primerjati različne rešitve poslovanja javnega sektorja doma in v drugih tržnih ekonomijah.	• is able to independently apply the acquired knowledge for solving practical issues or problems, • is able to critically assess and evaluate the decisions and actions in the field of financing in the conditions of market economy, • is able to independently analyze the issues of organization's business in public sector, • is able to link and compare different solutions of business in public sector at home and in other market economies.
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Predvideni študijski rezultati:

Študent: • je usposobljen za samostojno uporabo pridobljenega znanja in razumevanje teorije na praktičnih primerih, • je usposobljen za reševanje problemov v novih razmerah in iskanje originalnih rešitev, • je usposobljen za presojo o predvidljivih posledicah določenih ukrepov ob upoštevanju različnih kriterijev, • je usposobljen za komuniciranje in sporočanje določenih dejstev in za utemeljevanje odločitev.	Student: • is able to independently apply the acquired knowledge and understanding of the theory in practice, • is able to solve problems in new situations and look for original solutions, • is able to assess the foreseeable consequences of certain actions at considering different criteria, • is able to communicate and to report certain facts and to justify decisions.
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Metode poučevanja in učenja:

• Predavanje • Seminar • Seminarska naloga • Študija primera • Individualne konzultacije	Learning and teaching methods: • Lecture • Seminars • Seminar paper • Case study • Individual tutorial
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Načini ocenjevanja:

Delež/Weight

Assessment:

Seminarska naloga	20,00 %	Seminar paper
Predstavitev seminarske naloge	20,00 %	Presentation of seminar paper
Pisni izpit	60,00 %	Written exam

Reference nosilca/Lecturer's references:

• RAKAR, Iztok, TIČAR, Bojan, KLUN, Maja. Inter-municipal cooperation : challenges in Europe and in Slovenia. Transylvanian review of administrative sciences, ISSN 1842-2845, Jun. 2015, no. 45 E, str. 185-200. • KOTNIK, Žiga, KLUN, Maja. Is EU effectively and efficiently using public funds in a case of waste pollution? : Elektronski vir. World journal of environmental research, ISSN 2301-2641, 2013, vol. 3, no. 1.
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- ROPRET, Marko, KLUN, Maja, STARE, Janez, ARISTOVNIK, Aleksander. Factors of innovation in public administration : the case of emerging market economies in Eastern Europe. V: Spreading standards, building capacities : European administrative space in progress. Zagreb: NISPAcee, 2016.
- KLUN, Maja, KOTNIK, Žiga. Ukrepi davčne politike za spodbujanje gospodarske rasti = Tax policy measures for encouraging economic growth. V: SETNIKAR-CANKAR, Stanka (ur.), STARE, Janez (ur.), PEVCIN, Primož (ur.). Ekonomika in menedžment v javnem sektorju v razmerah gospodarske krize, (Upravna misel). 1. natis. Ljubljana: Univerza v Ljubljani, Fakulteta za upravo, 2014, str. 39-52.
- RAVŠELJ, Dejan, ARISTOVNIK, Aleksander. The impact of R&D expenditures on corporate performance : evidence from Slovenian and world R&D companies. Sustainability, ISSN 2071-1050, 2020, vol. 12, iss. 5, str. 1-20, ilustr. <https://www.mdpi.com/2071-1050/12/5/1943>, doi: [10.3390/su12051943](https://doi.org/10.3390/su12051943). [COBISS.SI-ID [5406894](#)]
- ROPRET, Marko, ARISTOVNIK, Aleksander, RAVŠELJ, Dejan. The perception of administrative barriers and their implications for SMEs' performance : evidence from Slovenia. Zagreb international review of economics & business, ISSN 1331-5609, 2018, vol. 21, spec. conf. issue, str. 55-68, tabela. <https://hrcak.srce.hr/file/315544>, doi: [10.2478/zireb-2018-0024](https://doi.org/10.2478/zireb-2018-0024). [COBISS.SI-ID [5270702](#)]
- RAVŠELJ, Dejan, ARISTOVNIK, Aleksander. The impact of the crisis on healthcare risk management in Slovenia : the case of regional hospitals. V: Lex localis - Journal of Local Self Government Annual Conference 2016 - Porto/Portugal (June 16 - June 17, 2016) : special issue, (Lex localis, ISSN 1581-5374, Vol. 14, no. 3, July 2016). Maribor: Institute for Local Self-Government and Public Procurement. 2016, vol. 14, no. 3, str. 493-509. <http://pub.lex-localis.info/index.php/LexLocalis/article/view/14.3.493-509%282016%29>, doi: [10.4335/14.3.493-509\(2016\)](https://doi.org/10.4335/14.3.493-509(2016)). [COBISS.SI-ID [4853422](#)]

E-UPRAVA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	E-uprava
Course title:	E-Government
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060800
Koda učne enote na članici/UL Member course code:	568

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			118	80	8

Nosilec predmeta/Lecturer:	Dimitar Hristovski, Tina Jukić
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Zgodovinski kontekst nastanka e-uprave
2. Definicije in fazni modeli e-uprave
3. Nacionalne strategije e-uprave
4. Vrednotenje e-uprave
5. Okviri za vrednotenje e-uprave
6. Digitalna ločnica
7. Pristopi k ponujanju storitev e-uprave
8. Vse na enem mestu in življenjske situacije
9. Formalni okviri za vzpostavitev portalov vse na enem mestu
10. E-upravljanje in zaupanje v institucije
11. E-participacija
12. Odprta uprava

1. Historical context of the e-gov emergence
2. Definitions and e-gov phase models
3. National e-government strategies
4. Evaluating e-government: central aspects
5. E-government evaluation frameworks
6. Digital divide
7. Approaches to providing e-gov services
8. One stop shop and life events
9. Formal frameworks for establishing one-stop-shop portals
10. E-governance and trust in institutions
11. E-participation
12. Open government

Temeljna literatura in viri/Readings:

- Veit, D., Huntgeburth, J. (2014) Foundations of Digital Government: Leading and Managing in the Digital Era. Springer, Berlin. Izbrana poglavja, cca. 100 str.
- Vintar, M., Grad, J. (2004). E-uprava: Izbrane razvojne perspektive. Fakulteta za upravo, 2004. Izbrana poglavja, cca. 50 str.
- Lee J (2010) 10 year retrospect on stage models of e-government: a qualitative meta-synthesis. Government Information Quarterly 27: 220-230.
- Rabaiah A in Vandijck E (2009) A strategic framework of e-government: generic and best practice. Electronic Journal of e-Government 7(3): 241-258.
- Heeks R (2006) Understanding and measuring eGovernment: International benchmarking studies. UNDESA workshop, E-Participation and E-Government: Understanding the Present and Creating the Future. Budimpešta, Madžarska.
- Tinholt D in ost. (2014) Delivering the European Advantage? How European governments can and should benefit from innovative public services. Poročilo Evropske Unije. DOI: 10.2759/4919.
- Mugellini E, Pettenati MC, Khaled OA, Pirri F (2005) eGovernment Service Marketplace: Architecture and Implementation. E-Government: Towards Electronic Democracy (pp. 193 –204). Springer, Berlin.

Cilji in kompetence:

Cilji:

- Študent razume koncept e-uprave in ga uspešno analizira skozi tehnološke, normativne, organizacijske in procesne dimenzije.
- Študent je seznanjen z glavnimi značilnostmi pričakovanih sprememb ter novimi metodami managementa, ki vključujejo e-upravo in bodo zagotovile boljše nudenje storitev državljanom in gospodarstvu, ob polnem sodelovanju vseh subjektov in vseh ravni.
- Študent je seznanjen z raziskovalnim inštrumentarijem, za proučevanje fenomena e-uprave ter glavnimi raziskovalnimi projekti, ki so v teku v okviru EU.
- Študenti je usposobljen za samostojno uporabo znanja pri reševanju najzahtevnejših problemov v upravi ter razvijanje novega znanja na obravnavanem področju. Sposobni so povezovati pridobljeno znanje z drugimi tematskimi področji, ga posredovati naprej in uporabljati pri samostojnem raziskovanju.

Kompetence:

- Usposobljenost za povezovanje in uporabo pridobljenih interdisciplinarnih znanj s področja e-uprave pri nadaljnjem razvoju in modernizaciji upravnega poslovanja
- Usposobljenost za učinkovitejšo uporabo e-uprave in IKT kot temeljne osnove za delovanje uprave in njenega uspešnejšega vključevanja v upravno poslovanje
- Usposobljenost za identifikacijo problemov, kritično analizo, sintezo in oblikovanje predlogov boljših rešitev e-uprave

Objectives and competences:

Objectives:

- Student understands the concept of e-government and he is able to effectively analyse its technological, regulatory, organizational and procedural dimensions.
- Student is acquainted with the main features of expected changes and new methods of management, including e-government, which will ensure better service delivery to citizens and business, with the full participation of all subjects and all levels.
- Student is familiar with the research tools used for the study of e-government phenomenon and major research projects that are ongoing within the EU.
- Student is trained for the independent application of knowledge in solving the most complex problems in administration and development of the new knowledge in the field. He is able to combine this knowledge with other thematic areas, pass it on and use it within the individual research.

Competences:

- Ability to integrate and use acquired interdisciplinary knowledge in the field of e-government with the aim of further public sector development and modernization
- Ability for effective usage of e-government and ICT as a fundamental platform of public administration process and its successful integration in administration business
- Ability to identify problems, provide critical analysis, synthesis and formulation of proposals for better e-government solutions

• Usposobljenost za identifikacijo in vrednotenje različnih dejavnikov uspeha potrebnih za uspešno implementacijo koncepta e-uprave in kasnejših sprememb oz. učinkov e-uprave na različne organizacijske vidike	• Ability to identify and evaluate various success factors necessary for the effective implementation of the e-government concept and subsequent changes or impacts of e-government on the different organizational aspects.
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Predvideni študijski rezultati:

• Študent je sposoben samostojnega in kompleksnega študija, zna povezovati svoje znanje in razumevanje in pridobljeno znanje posredovati drugim. Sposoben je znanstveno obdelati določeno vprašanje oz. problem in je usposobljen za nadaljevanje samostojnega študija in strokovnega izpopolnjevanja. • Študent zna uporabljati pridobljeno znanje v svojem delovnem okolju oz. praksi. Študent je usposobljen za uporabo novih konceptov, metod, orodij in veščin na področju delovanja uprave na vseh ravneh. • Tako teoretično kot tudi praktično znanje, ki ga študent pridobi preko projektnega dela omogoča kritično analizo in refleksijo. • Pridobljeno znanje omogoča lastno razumevanje teorije in uporabnost znanja v praksi ter kritično vrednotenje obstoječega stanja in pomanjkljivosti.

Intended learning outcomes:

• Student is capable of individual work and complex study, he is able to integrate his knowledge and understanding, and pass the acquired knowledge to others. He is able to perform the scientific processing of the specific question or problem and is qualified to pursue independent study and professional training. • Student is capable of using the acquired knowledge in his working environment or practice. The student is qualified for application of new concepts, methods, tools and skills in the field of administration at all levels. • Both theoretical and practical knowledge acquired by the student through the project work enables critical analysis and reflection. • Acquired knowledge enables understanding of the theory and application of knowledge in practice as well as critical evaluation of the current situation and deficiencies.
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Metode poučevanja in učenja:

• Predavanja, v okviru katerih je poudarek na primerjalni analizi teoretičnih izhodišč, strateških in razvojnih dejavnikov. • Seminarji, v okviru katerih je poudarek na poglobljenem študiju izbranih teoretičnih konceptov in primerov oz. področij. • Metoda predstavitve in diskusije, v okviru katere diplomanti izsledke svojih raziskav javno predstavijo in kritično ovrednotijo.

Learning and teaching methods:

• Lectures, where the stress is on comparative analysis of theoretical origins, strategic and developmental factors. • Seminars, where the stress is on in-depth study of selected theoretical concepts and cases and fields. • Method of presentation and discussion, where graduates present and critically evaluate the results of their research in front of the public.
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Načini ocenjevanja:

Delež/Weight

Assessment:

Ustni in/ali pisni izpit	55,00 %	Written and/or oral exam
Seminarska naloga	45,00 %	Seminar work

Reference nosilca/Lecturer's references:

• ZHANG, Rui, HRISTOVSKI, Dimitar, SCHUTTE, Dalton, KASTRIN, Andrej, FISZMAN, Marcelo, KILICOGU, Halil. Drug repurposing for COVID-19 via knowledge graph completion. Journal of biomedical informatics, ISSN 1532-0480. 2021, vol. 115, str. 1-15, ilustr. doi: 10.1016/j.jbi.2021.103696.

- KASTRIN, Andrej, HRISTOVSKI, Dimitar. Scientometric analysis and knowledge mapping of literature-based discovery (1986-2020). *Scientometrics*, ISSN 0138-9130, 2021, vol. 126, str. 1415-1451. doi: 10.1007/s11192-020-03811-z.
- KASTRIN, Andrej, HRISTOVSKI, Dimitar. Disentangling the evolution of MEDLINE bibliographic database : a complex network perspective. *Journal of biomedical informatics*, ISSN 1532-0464. 2019, vol. 89, str. 101-113, ilustr. doi: 10.1016/j.jbi.2018.11.014.
- HRISTOVSKI, Dimitar, KASTRIN, Andrej, DINEVSKI, Dejan, BURGUN, Anita, ŽIBERNA, Lovro, RINDFLESCHE, Thomas C. Using literature-based discovery to explain adverse drug effects. *Journal of medical systems*, ISSN 1573-689X, Aug. 2016, vol. 40, iss. 8, 1-5 str. doi: 10.1007/s10916-016-0544-z.
- KASTRIN, Andrej, RINDFLESCHE, Thomas C., HRISTOVSKI, Dimitar. Link prediction on a network of co-occurring MeSH terms : towards literature-based discovery. *Methods of information in medicine*, ISSN 0026-1270, AUG. 2016, vol. 55, iss. 4, str. 340-346, doi: 10.3414/ME15-01-0108.
- HRISTOVSKI, Dimitar, DINEVSKI, Dejan, KASTRIN, Andrej, RINDFLESCHE, Thomas C. Biomedical question answering using semantic relations. *BMC bioinformatics*, ISSN 1471-2105, 2015, vol. 16, no. 6, 14 str., doi: 10.1186/s12859-014-0365-3.
- Jukić, T., Vintar M., Benčina, J. (2013). Ex-ante evaluation : towards an assessment model of its impact on the success of e-government projects. *Information polity*, let. 18, št. 4, str. 343-361.
- Kunstelj, M., Jukić, T., Vintar, M. (2009). How to fully exploit the results of e-government user surveys : the case of Slovenia. *International Review of Administrative Sciences*, let. 75, št. 1, str. 117-149.

INSTITUCIJE EU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Institucije EU
Course title:	EU Institutions
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060746
Koda učne enote na članici/UL Member course code:	564

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			88	80	7

Nosilec predmeta/Lecturer:	Verica Trstenjak
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

- Uvod - Pravni viri - Pravo Unije in pravo držav članic - Politične institucije EU - Evropski parlament - Evropski svet - Svet - Evropska komisija - Druge institucije EU - Sodišče EU - Evropska centralna banka - Računsko sodišče - Druga telesa (npr. evropski ombudsman, agencije) - Pravno varstvo v EU - Štiri temeljne ekonomske svoboščine	- Introduction - Legal framework - Union law and the legal systems of Member States - Political Institutions of the EU: - European Parliament - European Council - Council - European Commission - Other Institutions of the EU: - Court of Justice of the EU - The European Central Bank - Court of Auditors - Other bodies (e.g. European Ombudsman, Agencies) - Legal Protection in the EU
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9. Temeljne pravice v EU 10. Državljanstvo Unije 11. Slovenija in EU 12. Aktualne teme (npr. Brexit, corona, zaposlitev v EU)	8. The four basic economic freedoms 9. Fundamental Rights in the EU 10. Citizenship of the Union 11. Slovenia and EU 12. Others (e.g. Brexit, Corona crisis, employment in the EU)
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Temeljna literatura in viri/Readings:

- Trstenjak/Brkan: *Pravo EU: Ustavno, procesno in gospodarsko pravo EU*, GV Založba, Ljubljana, 2012, str. 840 (posebej 71-206, 252-362, 691-705)
- Trstenjak: Temeljne pravice v EU, GV Založba, 2021
- Trstenjak: Temeljne pravice v EU in vpliv Sodisca EU, v zborniku za prof. Ernesta Petriča; Slovenske misli o mednarodnih odnosih in pravu, 2016, 193-211
- Trstenjak: From Ovid's Golden Age to Modern European Curia: The Prominent Role of the CJEU in Shaping European Consumer Law, *European Journal of Consumer Law/Revue européenne du droit de la consommation*, 2015/1, S. 3-6
- Trstenjak: Civis Europeus sum - Union citizenship and the influence of the Court of Justice of the EU, *Academia Europaea, European Review*, Volume 23, 29.1.2015, (*Social Sciences Citation Index*), S. 71-80

Cilji in kompetence:

Cilji 1. Študent se podrobno seznani z institucijami EU 2. Študent razume pomen pravnega varstva v EU. 3. Študenta spodbudimo h kritičnemu razmišljanju glede trenutnega položaja EU in njene prihodnosti. 4. Študent razume ustroj EU, posebej uprave EU 5. Študent se seznani z možnostmi zaposlitve v institucijah EU Kompetence • Študent je zmožen razumeti naravo, pomen in vlogo pravnega reda EU in institucij, • Študent razume pravno varstvo v pravu EU. • Študent razume delovanje javne uprave EU in možnosti za zaposlitev
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Objectives and competences:

Objectives 1. The student acquires detailed knowledge of the EU Institutions and its role. 2. The student understands the legal protection in the EU. 3. The student is encouraged to think critically about the current and future state of affairs of the EU. 4. The student understands the structure of the EU public administration. 5. The student learns about employment opportunities in the EU institutions. Competences • The student is able to understand the nature, importance and role of the EU acquis and institutions • The student understands the nature and role of legal protection in the EU law. • The student understands the functioning of the EU public administration and employment opportunities offered by the European institutions.
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Predvideni študijski rezultati:

Intended learning outcomes:

• Študentje se bodo usposobili za samostojno uporabo znanja na področju EU, predvsem institucij in materialnega prava. • To znanje mu bo omogočilo visoko stopnjo originalnosti pri oblikovanju predlogov ter nadgradnjo obstoječega znanja, pridobljenega na dodiplomski stopnji. • S pomočjo tega znanja bodo znali pridobljeno znanje povezovati z drugimi podobnimi področji, ga posredovati naprej in z njegovo pomočjo reševati študije na raziskovalnem področju.	• Students will develop independent use of knowledge in the EU, notably the institutions and substantive law. • This knowledge will allow a high degree of originality in the writing proposals, and build upon the existing knowledge gained at undergraduate level. • Using this knowledge will be able to integrate this knowledge with other similar areas, pass it on and with his help to solve a study in the research field.
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Metode poučevanja in učenja:	Learning and teaching methods:
1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. študija primera 6. seminarska naloga	1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. case study 6. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
Seminarska naloga	20,00 %	Seminar paper
Pisni ali ustni izpit	80,00 %	Written or oral examination

Reference nosilca/Lecturer's references:

• Trstenjak/Weingerl: The Influence of Human Rights and Basic Rights in Private Law, Springer 2016, 593.str. • Trstenjak/Balthasar: EU-Gericht im Wandel, ecolex 2015, 723-728 • Trstenjak: Die Europäische Stiftung- eine neue supranationale Rechtsform?, Ecolex, 2014, S. 484-485 • Trstenjak: Les mécanismes de recours collectif et leur importance pour la protection des consommateurs, in La Cour de justice de l'Union européenne sous la présidence de Vassilios Skouris (2003-2015), Liber amicorum Vassilios Skouris (2015), 681-696 • Trstenjak: The Welfare State in Times of Crisis: Threat to the Rule of Law? v Iliopoulos-Strangas (ed.) The future of the Constitutional Welfare State in Europe, (2015), 299-306 • Trstenjak/Weingerl: Union Citizenship within Directive 2004/38/ EC- stability of residence for Union citizens and their family members, national report for FIDE congress 2014, Copenhagen, DJOF Publishing Copenhagen 2014, S. 759-774 • Trstenjak/Beysen The Growing Overlap of Fundamental Freedoms and Fundamental Rights in the Case-law of the CJEU, European Law Review (2013) 38, 293-315 (Social Sciences Citation Index) • Trstenjak: National Sovereignty and the Principle of Primacy in EU Law and their importance for the Member States, Beijing Law Review, 2013, Vol. 4 No. 2, S. 71-76 • Trstenjak: Procedural Aspects of European Consumer Protection Law and the Case Law of the CJEU, European Review of Private Law, No. 2/ 2013, S. 451-478 • Trstenjak: The Legal System of the EU: The Principle of Primacy in EU Law and the Role of the Constitutional Courts of the Member States. V: International Justice Journal Moscow, Medzunalodnoe Pravosudie, št. 2/2012, str. 54-65. • Trstenjak/Beysen: Das Prinzip der Verhältnismäßigkeit in der Unionsrechtsordnung. V: Europarecht, letnik 47, št. 3/2012, str. 265–284. • Trstenjak: Rechtsvergleichende Aspekte: Die Kooperation zwischen dem EuGH und den nationalen Gerichten, insbesondere in Bezug auf die Grundrechtecharta, Tagungsband des 12. Österreichischen Europarechtstags 2012, Manz 2013, S. 13-34
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IZBIRNI PREDMET 1

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Izbirni predmet 1
Course title:	Elective course 1
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik		izbirni
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik		izbirni
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik		izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik		izbirni

Univerzitetna koda predmeta/University course code:	0069354
Koda učne enote na članici/UL Member course code:	000

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	
Vaje/Tutorial:	

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

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Prerequisites:

Vsebina:

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Content (Syllabus outline):

Temeljna literatura in viri/Readings:

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Cilji in kompetence:

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Objectives and competences:

Predvideni študijski rezultati:

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Intended learning outcomes:

Metode poučevanja in učenja:

Learning and teaching methods:

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Načini ocenjevanja:

Delež/Weight

Assessment:

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Reference nosilca/Lecturer's references:

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IZBIRNI PREDMET 2

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Izbirni predmet 2
Course title:	Elective course 2
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik		izbirni
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik		izbirni
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik		izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik		izbirni

Univerzitetna koda predmeta/University course code:	0069355
Koda učne enote na članici/UL Member course code:	000

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	
Vaje/Tutorial:	

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

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Prerequisites:

Vsebina:

	Content (Syllabus outline):
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Temeljna literatura in viri/Readings:

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Cilji in kompetence:

	Objectives and competences:
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Predvideni študijski rezultati:

	Intended learning outcomes:
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Metode poučevanja in učenja:

Learning and teaching methods:

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Načini ocenjevanja:

Delež/Weight

Assessment:

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Reference nosilca/Lecturer's references:

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JAVNE SLUŽBE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Javne službe
Course title:	Public Services
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069374
Koda učne enote na članici/UL Member course code:	593

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Mirko Pečarič
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

- Zgodovinski uvod: nastanek in razvoj javnih služb - Oprelitev koncepta javne službe - Načela javnih služb - Regulacija javne službe - Ustavna in zakonska ureditev javnih služb v Sloveniji - Javna služba in univerzalna storitev - Financiranje javnih služb - Pravna ureditev šolstva - Pravna ureditev zdravstva - Pravo EU in javne službe - Konkurenca in javne službe - Javne službe: med trgom in solidarnostjo	- Historical introduction: origins and development of public services - The concept of public services - Principles of public services - Regulation of public services - Constitutional and statutory legal framework for public services in Slovenia - Public services and universal service - Financing of public services - Education as public service - Health care as public service - EU Law and public services - Competition and public services - Public services: between market and solidarity
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Temeljna literatura in viri/Readings:

- M. Pečarič, *Javne službe: Storitve splošnega pomena v službi javnosti*. Beletrina: Ljubljana, 2019.
- L. Zhu, *Services of General Economic Interest in EU Competition Law*. T.M.C. Asser Press: The Hague, 2020.
- C. Wehlander, *Services of General Economic Interest as a Constitutional Concept of EU Law*. T.M.C. Asser Press: The Hague, 2016.
- W. Sauter, *Public Services in EU Law*. Cambridge University Press: Cambridge, 2015.

Cilji in kompetence:**Cilji:**

- Cilj predmeta je izobraziti študente na področju prava javnih služb. Poznavanje tega področja je za bodoče javne uslužbence izjemnega pomena, glede na izjemno pomemben segment, ki ga zasedajo javne službe v javnem sektorju.
- Cilj predmeta je študentu nuditi poglobljeno in kompleksno znanje o institucijah in politikah javnih služb, ki študentu omogoča samostojno kritično vrednotenje ključnih razvojnih vprašanj na tem področju.

Kompetence

- Kompetence, ki jih študent pridobi pri tem predmetu, študentu omogočajo sposobnost kritične analize najbolj kompleksnih vprašanj ter uporabo tega znanja v praksi in na delovnem mestu. Poleg tega bo študent pridobil kompetence zmožnosti opravljanja samostojnega raziskovalnega dela ter razvijanja teoretičnih spoznanj.

Objectives and competences:**Objectives:**

- The main aim of the course is to teach students to understand and comprehend the legal field of public services. Detailed knowledge of this subject has a tremendous potential for future civil servants given the increasing importance of public services within the public sector.
- Another key aim of the course is to offer students a comprehensive and complex understanding of institutions and politics of public services, which in turn enables students the independent critical evaluation of key developmental questions and issues in this field.

Competences:

- Students acquire competencies that enable them to critically examine the most complex cases and issues and use that knowledge in their practice as civil servants. Second, students will also acquire the competence to conduct an independent research work and to develop theoretical propositions.

Predvideni študijski rezultati:**Znanje in razumevanje:**

Študent je sposoben samostojnega in kompleksnega študija, kjer pridobljeno znanje preizkuša z reševanjem specifičnih problemov in primerov. Študent je sposoben samostojno znanstveno obdelati določeno vprašanje oz. problem in tudi formulirati predloge politik na tem področju na ravni vrhnjega managerskega sloja upravnih delavcev.

Intended learning outcomes:**Knowledge and understanding:**

A student is capable of independent and complex study where acquired knowledge is tested with the development of his capacity to solve specific and concrete issues. The student is capable of independent research and scientific formulation of specific issues as well as of forming policy advice on the level of top management in the given area.

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

Poleg predavanj bodo študentje imeli možnost seminarskega reševanja praktičnih primerov, ki jih bodo predstavili tudi strokovnjaki iz prakse. Študenti bodo vključeni v delavnice strokovnih srečanj, na osnovi katerih bodo lahko napisali prispevek za objavo v strokovni reviji.	Lectures will be complemented with seminar work on solving concrete cases to be presented by experts from the practice. Students will be involved in workshops that will enable them to produce a scientific paper.
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Načini ocenjevanja:	Delež/Weight	Assessment:
Pisni izpit in seminar	30,00 %	Written exam, seminar
Način (pisni izpit, ustno izpraševanje, naloge, projekt)	70,00 %	Type (examination, oral, coursework, project)

Reference nosilca/Lecturer's references:

1. M. Pečarič, <i>Javne službe: Storitve splošnega pomena v službi javnosti</i>. Beletrina: Ljubljana, 2019. 2. M. Pečarič, The inadequacy of classical regulatory approaches in a complex environment. <i>Danube</i>, 2020, vol. 11, iss. 2, str. 91-112. 3. M. Pečarič, Understanding differences between equal public governance models. <i>Central European public administration review</i>, maj 2020, vol. 18, no. 1, str. 69-88. 4. M. Pečarič, <i>Public services and the missed values of (non)communication</i>. V: FERREIRA, Augusta (ur.). Modernization and accountability in the social economy sector. Hershey: IGI Global. cop. 2019, str. 237-253. 5. M. Pečarič, Transparency as transparagency : new meaning for new contexts. <i>Journal of public affairs</i>, 2018, vol. 19, iss. 1, str. 1-10.

KOMPETENCE V JAVNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Kompetence v javni upravi
Course title:	COMPETENCES IN PUBLIC ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069385
Koda učne enote na članici/UL Member course code:	576

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Janez Stare
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures: Angleščina, Slovenščina
	Vaje/Tutorial: Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
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1. Opredelitev kompetenc 2. Competence in inteligentnost 3. Competence, znanje in veščine 4. Competence in HRM 5. Taksonomija kompetenc 6. Kompetenčni modeli 7. Presoja kompetenc 8. Razvoj kompetenčnega modela 9. Upravljanje kompetenc 10. Kompetenčni modeli v javni upravi 11. Modeli kompetenc v javni upravi 12. Competence in razvoj zaposlenih	1. Definition of competences 2. Competence vs Intelligence 3. Competencies, Knowledge and Skill 4. Competences and HRM 5. Taxonomy of competence 6. Competence models 7. Assessment of competences 8. Development of competence model 9. Competence management 10. Special features of competence model in public administration 11. Competence models in public administration 12. Competences and HRD
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Temeljna literatura in viri/Readings:

- Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons, Inc., New York, Chichester, Brisbane, Toronto, Singapore.
- Arzenšek, A., Boben, D., Juričko, A., Lepoša, P., Mrdaković, V., Potočnik, K., Rusiti, E., & Špital, M. (2019). *Priročnik za presojanje in razvoj kompetenc: Pripomoček za uporabo modela kompetenc za kadroviške v državni upravi*. Skupina Primera, celovite kadrovske rešitve, d.o.o., Ljubljana, http://www.mju.gov.si/si/delovna_podrocja/zaposleni_v_drzavni_upravi/vzpostavitev_kompetencne_ga_modela/
- Stare, J., & Klun, M. (2018). Required competencies in public administration study programs. *Transylvanian review of administrative sciences*, ISSN 1842-2845, Feb. 2018, vol. 14, no. 55 E, str. 80-97.
- OECD (2010) *Managing Competencies in Government: State of the Art Practices and Issues at Stake for the Future*. GOV/PGC/PEM(2010)1/FINAL.
- Reichard, C., & van der Krogt, T. (2014). Towards a set of specific competences for academic degree programmes in Public Administration in Europe. Paper for Working Group VIII on Public Administration Education at the 22nd NISPAcee Conference in Budapest, 22.-24 May, 2014.

Cilji in kompetence:

Študent:

- opredeli in razume pojem in pomen kompetenc
- identificira dejavnike oblikovanja kompetenčnega modela
- opredeli kompetenčni model
- predstavi značilne koncepte kompetenc v javni upravi

Kompetence:

- zmožnost opredelitve značilnih elementov kompetenc
- razumevanje vloge kompetenc v sistemu HRM
- sposobnost samostojne priprave kompetenčnega modela
- zmožnost preverjanje kompetentnosti.

Objectives and competences:

Student will:

- understand the concept and importance of competencies
- identify the factors creating competence model
- identify the competency model
- present the typical concept of competence in public administration.

Competences:

- the ability to define specific elements of competences
- understanding the role of competences in HRM system
- the ability to develop a self-competence model
- the ability to evaluate competency.

Predvideni študijski rezultati:

Študent razume pomen in posebnosti kompetenc v sistemu HRM oziroma v organizaciji ter v javni upravi. Prepozna različne koncepte kompetenc in dejavnike oblikovanja kompetenčnih modelov. Kompetence poveže s strateškim HRM.

Intended learning outcomes:

Student understands the importance of competence in HRM system, in organization and in public administration. They identify different concepts of competence and competence factors in designing competence models. They consider competences in strategic HRM.

Metode poučevanja in učenja:

1. predavanje
2. vaje
3. seminarsko delo
4. skupinska predstavitev
5. študija primera

Learning and teaching methods:

1. lecture
2. practical work
3. coursework
4. (group) presentation
5. case study

6. e-učenje	6. e-learning
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Načini ocenjevanja:	Delež/Weight	Assessment:
Zagovor seminarskega dela (seminarska naloga, projektno delo)	30,00 %	Presentation of seminar (course work, project work)
Aktivno sodelovanje (predavanja, e-učenje, forum,..)	30,00 %	Active participation (lectures, e-learning, forum, ..)
Pisni ali ustni izpit Pri oblikovanju ocene predmeta se upoštevajo rezultati tistih delnih obveznosti, ki jih študent pridobil do roka za katerega je razpisana časovna obveznost (pisni ali ustni izpit).	40,00 %	Written or oral exam Final assessment of the course is the sum of the time commitments (oral exam, written exam) and other partial estimates of commitments for this period.

Reference nosilca/Lecturer's references:

- Stare, J., & Klun, M. (2018). Required competencies in public administration study programs. Transylvanian review of administrative sciences, ISSN 1842-2845, Feb. 2018, vol. 14, no. 55 E, str. 80-97.
- RMAN, M., BREZOVŠEK, M., & STARE, J. (2020). The measurement model of professional operation of state administration. Central European public administration review, ISSN 2591-2240. [Tiskana izd.], Nov. 2020, vol. 18, no. 2, str. 29-52, 199-200,
- GRM, U., KOHONT, A., & STARE, J. (2018). Vzpostavitev kompetenčnega modela : študija primera. Javna uprava, ISSN 1318-2277, 2018, letn. 54, št. 1/2, str. 79-91, 117-118.

KVANTITATIVNE METODE V JAVNEM SEKTORJU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Kvantitativne metode v javnem sektorju
Course title:	Quantitative Methods In Public Sector
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0601805
Koda učne enote na članici/UL Member course code:	596

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Lan Umek
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Uvodna predstavitev metod 2. Kvantitativni modeli: opredelitev, lastnosti, oblikovanje modela in uporaba 3. Linearni program: osnovna opredelitev, modeli, fazni, dinamizirani, primeri 4. Multivariantna analiza: korelacija, regresija 5. Razvrščanje v skupine 6. Uvrščanje v skupine 7. Metoda podatkovne ovojnice 8. Mehka logika: opredelitev, uporaba 9. Bibliometrična analiza 10. Uporaba kvantitativnih metod pri kompleksnih problemih v upravi	1. Initial review of methods 2. Quantitative models: definition, properties, design, and applications 3. Linear programming: definition, phase, dynamic models, applications 4. Multivariate analysis: correlation, regression 5. Clustering 6. Classification 7. Data envelopment analysis 8. Fuzzy logic: definitions and applications 9. Bibliometric analysis 10. Use of quantitative methods to deal with complex problems in administration
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Temeljna literatura in viri/Readings:

Obvezna literatura

- Eiselt, H.A. & Sandblom, C.-L., 2010. Operations Research: A Model-Based Approach 1st iz., Springer, p. 1-122.
- Welsh, S. & Comer, J., 2006. Quantitative Methods for Public Administration: Techniques and Applications 3rd ed., Waveland Pr Inc. (izbrana poglavja)
- Cooper, W.W., Seiford, L.M. & Tone, K., 2006. Data Envelopment Analysis: A Comprehensive Text with Models, Applications, References and DEA-Solver Software 2nd ed., Springer. (izbrana poglavja)
- Nelson, B.L. & Mathematics, 2010. Stochastic Modeling: Analysis and Simulation, Dover Publications p. 1- 146.
- Nguyen, H.T. & Walker, E.A., 2005. A First Course in Fuzzy Logic, Third Edition 3rd ed., Chapman and Hall/CRC p. 1 - 170.

Dodatna literatura in viri

- Jenkins-Smith, H. C., Ripberger, J. T., Copeland, G., Nowlin, M. C., Hughes, T., Fister, A. L., & Wehde, W. (2017). Quantitative Research Methods for Political Science, Public Policy and Public Administration (With Applications in R). (izbrana poglavja)
- Ravindran, A.R., 2008. Operations Research Applications 1st ed., CRC Press. (izbrana poglavja)
- Ozcan, Y.A., 2009. Quantitative Methods in Health Care Management: Techniques and Applications 2nd iz., Jossey-Bass. (izbrana poglavja)

Cilji in kompetence:

Študent:

- prepozna in opredeli problem, postavi raziskovalna vprašanja in ali trditve in opredeli raziskovalne hipoteze,
- samostojno izbere primerno kvantitativno metodo oziroma model za reševanje problema,
- preuči primere uporabe metod oziroma modela in pripravi načrt reševanja problema,
- zbere in analizira informacije ter podatke z uporabo primernih metod, kot sta analiza vsebin in primerjalna analiza,
- rezultate analize kritično obravnava in jih sooči z rezultati predhodnih analiz in konkretno situacijo v javnem sektorju.

Študent je usposobljen za:

- načrtovanje rešitve problema z uporabo primerne kvantitativnega modela z vsemi potrebni elementi,
- oblikovanje problemskega pristopa in utemeljitev nameravanega kvantitativnega modela, umeščanje dela v predhodno raziskovalno in izkustveno okolje na osnovi študija literature in virov,
- izvedbo konkretne kvantitativne analize z uporabo ustreznih metod oziroma modelov,
- komentiranje in vsebinsko interpretacija rezultatov kvantitativne analize

Objectives and competences:

Student:

- recognizes and defines problem, asks research questions and/or thesis and defines research hypotheses,
- chooses independently suitable quantitative method and/or model for particular problem solving
- considers similar cases of applications of methods and prepares the plan problem solving process,
- gathers and analyses information and data using suitable methods like content analysis and comparative analysis,
- makes critical reflexion to the results of analyses and relates them to the results of earlier studies and situation in public sector.

Student is qualified

- to plan problem solving process with the help of suitable quantitative model with all necessary elements,
- to incorporate the problem approach and assert the intended quantitative model, and to place the work into predefined research and practical framework,
- to perform specific quantitative analysis using suitable methods and/or models,

kritično poročanje o rezultatih in o prednostih in slabostih uporabe izbranih metod oziroma modelov.	- to interpret methodological and content issues of the results of quantitative analysis - to report critically the results and advantages and disadvantages of application of the method and/or models.
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Predvideni študijski rezultati:

Študentje: - razumejo pomen primerjalne analize v javnem sektorju, ki je podlaga za izboljšanje kakovosti in učinkovitosti, - so zmožni oblikovati program izvajanja primerjalnih analiz v okolju lokalne samouprave, - so zmožni opredeliti in uporabiti proračunske kazalnike, - so zmožni opredeliti in uporabiti kazalnike učinkovitosti in uspešnosti ter interpretirati rezultate, - so zmožni pripraviti in izvesti empirične raziskave merjenja učinkovitosti in uspešnosti z uporabo ustreznih kazalnikov, - so zmožni oceniti ustreznost rezultatov raziskav, - so zmožni pripraviti rezultate raziskav v obliki, ki je primerna za objavo v ustreznih publikacijah, - so zmožni sodelovati v skupinskem delu, potrebnem za izvedbo bolj zapletenih primerjalnih analiz in ovrednotiti proces skupinskega dela.	Students will: - understand the importance of performance benchmarking in public sector as the ground for quality and effectiveness improvement, - be able to design program of the implementation of benchmarking in local government environment, - to define and to use the budgetary indicators - to define and to use performance indicators (effectiveness, efficiency, economy) and to interpret the results, - be able to prepare and to perform empirical research of performance measuring using suitable indicators, - be capable to assess the research result relevancy, - be able to prepare research results in form suitable for understanding and verification of the research results that are acceptable for the publicity in the relevant publications, - be able to participate in the team work needed for execution of complex benchmarking analyses and to assess team work process.
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Metode poučevanja in učenja:

- predavanje - seminar - raziskava - projektno delo - seminarsko delo - skupinska predstavitev - e-učenje	Learning and teaching methods: - lecture - seminars - research - project work - seminar paper (group) presentation - e-learning
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Načini ocenjevanja:

Delež/Weight

Assessment:

seminarska delo (npr. projektna naloga, seminarska naloga) in/ali zagovor dela	80,00 %	seminar work (project work, seminar workpaper) and/or oral exam
pisni in/ali ustni izpit	20,00 %	written and/or oral exam

Reference nosilca/Lecturer's references:

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- UMEK, Lan, KERŽIČ, Damijana, ARISTOVNIK, Aleksander, TOMAŽEVIČ, Nina. An assessment of the effectiveness of Moodle e-learning system for undergraduate public administration education. *International journal of innovation and learning*. 2017, vol. 21, no. 2, str. 165-177. ISSN 1741-8089. DOI: [10.1504/IJIL.2017.081939](https://doi.org/10.1504/IJIL.2017.081939).
- ARISTOVNIK, Aleksander, KERŽIČ, Damijana, RAVŠELJ, Dejan, TOMAŽEVIČ, Nina, UMEK, Lan. Impacts of the COVID-19 pandemic on life of higher education students: a global perspective. *Sustainability*. 2020, vol. 12, iss. 20, str. 1-34, ilustr. ISSN 2071-1050. <https://www.mdpi.com/2071-1050/12/20/8438>, DOI: 10.3390/su12208438. DEMŠAR, Janez, CURK, Tomaž, ERJAVEC, Aleš, GORUP, Črtomir, HOČEVAR, Tomaž, MILUTINOVIĆ, Mitar, MOŽINA, Martin, POLAJNAR, Matija, TOPLAK, Marko, STARIČ, Anže, ŠTAJDOHAR, Miha, UMEK, Lan, ŽAGAR, Lan, ŽBONTAR, Jure, ŽITNIK, Marinka, ZUPAN, Blaž. Orange : data mining toolbox in Python. *Journal of machine learning research*. [Print ed.]. Aug. 2013, vol. 14, str. 2349-2353. ISSN 1532-4435. <http://jmlr.org/papers/volume14/demsar13a/demsar13a.pdf>, <http://eprints.fri.uni-lj.si/2267/>.
- ARISTOVNIK, Aleksander, RAVŠELJ, Dejan, UMEK, Lan. A bibliometric analysis of COVID-19 across science and social science research landscape. *Sustainability*. 2020, vol. 12, iss. 21, str. 1-30, ilustr. ISSN 2071-1050. <https://www.mdpi.com/2071-1050/12/21/9132>, DOI: 10.3390/su12219132. <https://journals.plos.org/plosone/article/file?id=10.1371/journal.pone.0223767&type=printable>
- UMEK, Lan, ZUPAN, Blaž. Subgroup discovery in data sets with multi-dimensional responses. *Intelligent data analysis*. [Print ed.]. 2011, vol. 15, no. 4, str. 533-549, ilustr. ISSN 1088-467X. <http://eprints.fri.uni-lj.si/1484/>.

LOKALNA SAMOUPRAVA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Lokalna samouprava
Course title:	Local Government
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069369
Koda učne enote na članici/UL Member course code:	588

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Iztok Rakar
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Temeljni pojmi in koncepti 2. Nastanek in razvoj lokalne samouprave 3. Razmerje med državo in samoupravnimi lokalnimi skupnostmi 4. Pristojnosti, upravljanje in financiranje samoupravnih lokalnih skupnosti 5. Regionalna samouprava 6. Primerjalna ureditev lokalne samouprave 7. Evropska razsežnost lokalne samouprave (Svet Evrope in Evropska unija) 8. Reforme lokalne samouprave v sodobnih državah	1. Basic terms and concepts 2. The origin and development of local self-government 3. Relationship between state and local self-government 4. Competences, management and financing of local self-government communities 5. Regional self-government 6. Comparative local self-government 7. European dimension of local self-government (Council of Europe and European Union) 8. Local self-government reforms

Temeljna literatura in viri/Readings:

- Boggero, G. (2017). Constitutional Principles of Local Self-government in Europe. Brill.
- Congress of Local and Regional Authorities (2020). A contemporary commentary by the Congress on the explanatory report to the European charter of local self-government.
- Kuhlmann, S., Wollmann, H. (2019). [Introduction to comparative public administration: administrative systems and reforms in Europe](#) (2nd Ed.). Cheltenham; Northampton: E. Elgar.
- Kukovič, S. (ur.), Haček, M. (ur.) (2020). Petindvajset let lokalne samouprave v Republiki Sloveniji. Ljubljana: Fakulteta za družbene vede.
- Rakar, I. (ur.) (2018). 20 let Evropske listine lokalne samouprave v Sloveniji. Maribor: Inštitut za lokalno samoupravo Maribor.

Cilji in kompetence:	Objectives and competences:
Študent: • pridobi poglobljeno znanje o vlogi in pomenu lokalne samouprave v sodobnih demokratičnih državah. • razume organizacijo, upravljanje in financiranje lokalnih skupnosti ter temeljne modele lokalne samouprave • razlikuje in razume pravne in druge akte Sveta Evrope in Evropske unije, ki se nanašajo na lokalno in regionalno samoupravo • razume razvojne procese na področju lokalne samouprave v sodobnih državah Kompetence: • Razumevanje delovanja lokalne samouprave • Razumevanje primerjalno pravne ureditve, institucionalnega okvirja in financiranja lokalne samouprave • kritično vrednotenje pozitivno pravne ureditve tega področja • sposobnost samostojnega raziskovanja problemov na predmetnem področju lokalne samouprave	Student: • Acquire in-depth knowledge of the role and importance of local government in modern democracies. • understands the organization, management and financing of local communities and the basic models of local government • distinguish and understand the acts of the Council of Europe and the European Union relating to the local and regional government • understands the developmental processes in the field of local government in modern countries Competencies: • Understanding of local government • Understanding the comparative regulation, institutional framework and financing of local government • Critical evaluation of the positive regulation of this area • Ability to independently research issues in the subject field of local government

Predvideni študijski rezultati:	Intended learning outcomes:
Študent spozna pravne in širše družbene komponente pravne ureditve in delovanja lokalne samouprave. Študent bo zmožen razumeti in razložiti normativne in dejanske novosti na področju lokalne samouprave.	Students learn about the legal and wider social components of regulation and operation of the local government. Students will be able to understand and explain normative and topical developments in the field of local government.

Metode poučevanja in učenja:	Learning and teaching methods:
• predavanje • seminarji • študij primera • konzultacije	• lecture • seminars • case study • consultations

Načini ocenjevanja:	Delež/Weight	Assessment:
ustni izpit in/ali pisni izpit	100,00 %	Written and/or oral exam

Reference nosilca/Lecturer's references:

- Bronić, M., Jerinić, J., Klun, M., Ott, K. & Rakar, I. (2021). Local Public Finance Regulation in Southeast Europe: A Comparison of Slovenia, Croatia and Serbia. V: Geissler, R., Hammerschmid, G. & Raffer, C. (Eds.): Local Public Finance: An International Comparative Regulatory Perspective. Springer.
- Rakar, I. (2020). Medobčinsko sodelovanje - primer organov skupnih občinskih uprav. V: Kukovič, S. (ur.), Haček, M. (ur.). Petindvajset let lokalne samouprave v Republiki Sloveniji. Ljubljana: Fakulteta za družbene vede.
- Rakar, I. (ur.) (2018). 20 let Evropske listine lokalne samouprave v Sloveniji. Maribor: Inštitut za lokalno samoupravo Maribor.

LOKALNE JAVNE FINANCE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Lokalne javne finance
Course title:	Local Public Finance
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069372
Koda učne enote na članici/UL Member course code:	591

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tatjana Stanimirović
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

1. Povezanost funkcij javnih financ in lokalnih javnih financ
2. Priporočila EU o lokalnih javnih financah
3. Mednarodna primerjava lokalnih javnih financ (po strukturi prihodkov in izdatkov)
4. Trendi strukture lokalnih javnih financ v svetu
5. Prednosti in slabosti centralizacije/decentralizacije javnih financ
6. Optimalna velikost lokalne skupnosti
7. Optimalna ponudba lokalnih javnih storitev
8. Proračun lokalnih skupnosti
9. Upravljanje z lokalnimi javnimi izdatki
10. Planiranje novih lokalnih projektov
11. Merjenje učinkovitosti in uspešnosti porabe
12. EU in lokalne javne finance

Content (Syllabus outline):

1. Relationship between state and local finance
2. EU recommendations for local financing
3. International comparison of local public finance
4. Trends in local public finance structure
5. Pro and cons of centralization/decentralization
6. Optimal size of local government
7. Optimal supply of local public goods
8. Local budget
9. Management of local expenditure
10. Planning of local project
11. Performance measurement
12. EU and local public finance

Temeljna literatura in viri/Readings:

- Kitchen H., McMillan M., Shah A. (2019) Local Public Finance and Economics: Theory and the Practice—Introduction and Overview. In: Local Public Finance and Economics. Palgrave Macmillan, Cham
- Šević Ž., ed. (2008) Local Public Finance in central and Eastern Europe. Edward Elgar Publishing.
- Geisser, R., Hammerschmid, G. In Raffer, C. (2021). Local Public Finance. Springer.
- Eurostat: URL: <http://epp.eurostat.ec.eu.int>
- OECD: URL: oecd.org
- EU: URL: http://europa.eu.int/economy_finance
- 4. Dexia: Local finance in the EU; URL: dexia-creditlocal.fr

Cilji in kompetence:

Cilji:

- Poglobljena obravnava vloge lokalnih javnih financ v povezavi z delovanjem države.
- Spoznavanje lokalnih javnih funkcij in nalog.
- Razumevanje prednosti in slabosti (de)centralizacije lokalnih javnih financ.
- Poznavanje ugotavljanja optimalne velikosti letih.

Študenti bodo v okviru predmeta pridobili naslednje splošne kompetence in predmetno specifične kompetence:

- sposobnost razumevanja kompleksnejših vprašanj, problemov in vsebin s področja lokalnih javnih financ,
- sposobnost kreativnega razmišljanja in apliciranja novih spoznanj,
- avtonomno reševanje zahtevnejših strokovnih in znanstvenih problemov,
- sposobnost analize, sinteze in evalvacije,
- sposobnost menedžiranja in upravljanja z lokalnimi financami.

Objectives and competences:

Objectives:

- A more detailed consideration of local public finance and their relationship with state budget.
- Acquaintance with local functions and roles.
- Understanding pro and cons of (de)centralization of public finance.
- Determination of optimal size of local public finance.

Students will employ general and specific competences:

- be able to understand complex questions, problems and the content of local public finance
- develop creative thinking and application of new knowledge
- autonomously solve the professional problems and scientific ones,
- be able to analyse, synthesize and evaluate,
- be able to manage local finance.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent zna uporabiti pridobljeno znanje in razumevanje na profesionalen način v svojem delu ali poklicu in je zmožen reševati probleme s področja lokalnega javnega financiranja in rešitve argumentirati. Sposoben je zbrati potrebne podatke in ob tehtanju različnih vrednot poiskati ustrezne rešitve. Sposoben je komunicirati na svojem področju tako s strokovnjaki s tega področja kot tudi z laiki.

Intended learning outcomes:

Knowledge and understanding:

Students are able to apply the knowledge and understanding gained in a professional manner in their work or profession, solve problems pertaining to the field of administrative and legal work in the field of local public finance and substantiate these solutions. They are able to collect the necessary data and find adequate solutions by pondering different values. They are able to communicate in their respective fields with both experts from this field and laymen.

Metode poučevanja in učenja:

Predavanja, seminar.
V okviru seminarja se študentje spoznajo s pripravo seminarske naloge, uporabljeni so študiji primera, analize stanja, predstavitve.

Learning and teaching methods:

Lectures, seminar.
During seminar work students will learn how to prepare seminar work, learn through case studies, analysis of data and presentations.

Načini ocenjevanja:**Delež/Weight****Assessment:**

Seminarska naloga	20,00 %	Seminar paper
Pisni izpit	80,00 %	Written exam

Reference nosilca/Lecturer's references:

- STANIMIROVIĆ, Tatjana, VAŠIČEK, Vesna. The role and application of accounting and budgeting information in government financial management process - a qualitative study in Slovenia. *Public money & management*. 2021, vol. 41, no. 2, str. 99-106;
- NIKOLIĆ, Bruno, STANIMIROVIĆ, Tatjana. Provision of services of public interest. V: STARE, Janez (ur.), PEČARIČ, Mirko (ur.). *The science of public administration*. Ljubljana: Faculty of Public Administration, 2021. Str. 427-445. Academic book collection Upravna misel. ISBN 978-961-262-125-4.
- STANIMIROVIĆ, Tatjana, DRAŽIĆ LUTILSKY, Ivana, VAŠIČEK, Davor. Implementation of cost accounting as the economic pillar of management accounting systems in public hospitals - the case of Slovenia and Croatia : *Elektronski vir. Ekonomska istraživanja*. 2019, vol. 32, no. 1, str. 3754-3772;
- STANIMIROVIĆ, Tatjana. Public sector accounting, auditing and control in Slovenia. V: VAŠIČEK, Vesna (ur.), ROJE, Gorana (ur.). *Public sector accounting, auditing and control in South Eastern Europe*. Cham: Palgrave Macmillan, cop. 2019. Str. 123-153. *Public sector financial management*. ISBN 978-3-030-03352-1. [COBISS.SI-ID 5295534];
- POLJAŠEVIĆ, Jelena, VAŠIČEK, Vesna, STANIMIROVIĆ, Tatjana. Comparative review of dual reporting in public sector in three south-east European countries : *Elektronski vir. Journal of public budgeting, accounting & financial management*. [Spletna izd.]. 2019, vol. 31, iss. 3, str. 325-344.

MAGISTRSKO DELO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Magistrsko delo
Course title:	Masters Dissertation
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	obvezen
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	obvezen
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	obvezen
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0069356
Koda učne enote na članici/UL Member course code:	1003

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
				10	740	25

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	Slovenščina
Vaje/Tutorial:	Slovenščina

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

Vpis v 2. letnik, opravljene vse preostale obveznosti programa (95 ECTS).	Prerequisites: Enrollment in the second academic year and completed all exams (95 ECTS).
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Vsebina:

Vsebina se spreminja glede na izbrano temo magistrskega dela. Vsebino dela določi mentor. Študenti si mentorja izberejo sami, na osnovi predhodno razpisanih tem nosilcev različnih predmetov v študijskem programu.

Content (Syllabus outline):

The content depends on the chosen topic of the master thesis. The content of diploma thesis is proposed by mentor. Students choose mentor of their choice, based on given topics by lecturers of different subjects from the study.

Temeljna literatura in viri/Readings:

Izbor literature se bo prilagajal izbrani temi.
The readings are chosen according to the topic of the thesis.

Cilji in kompetence:**Cilji:**

- Cilj magistrskega dela je samostojno znanstveno-raziskovalno praktično ali teoretično delo študenta, v katerem pokaže, da je sposoben celovite obdelave izbrane teme. Pri tem se študent usposobi za dokazovanje ali zavrnitev postavljene teze, obvlada iskanje in uporabo ustreznih primarnih virov in strokovne literature ter zna argumentirati svojo tezo.

Kompetence:

Predmetno specifične kompetence, ki jih bodo študenti in študentke usvojili pri tem delu so naslednji:

- uporaba in obvladovanje različnih teoretskih konceptov in metodoloških pristopov pri ukvarjanju z izbrano problematiko; sposobnost kritičnega pretehtavanja argumentov za in proti uporabi določenega koncepta, teorije ali empiričnega pristopa;
- kritična analiza uporabljenih primarnih virov in strokovne literature;
- obvladovanje raziskovalnih metod, znanstvenega aparata ter sposobnost sinteze raziskovalnih rezultatov in spoznanj.

Objectives and competences:**Objectives:**

To pursue a competent, autonomous scholarly theoretical or research work, whereby the student proves to be capable of a thorough and in-depth analysis of the chosen topic. The student is capable of proving or refuting his/her argument, masters the use of primary sources and scholarly literature and is able to support his/her argument.

Competencies:**Topic-related specific competences:**

competent use of different theoretical concepts and methodological approaches in dealings with a specific issue;
capacity to critically ponder pros and cons in the argumentation of a specific concept, theory, or empirical approach;
a critical use of primary and secondary sources; mastering of research methods, and proficiency in scholarly writing;
synthesis of research results and findings.

Predvideni študijski rezultati:**Znanje in razumevanje:**

Poznavanje vseh pomembnejših teorij in metodoloških pristopov. Razumevanje osnovnih razlik med metodologijami in njihove »uporabnosti« na danih primerih, razumevanje ključnih načel znanstveno-raziskovalnega dela.

Uporaba

Uporaba posameznih metodoloških pristopov na analizi izbranega primera (problema) in uporaba znanstveno-raziskovalnih metod dela.

Refleksija

Študenti in študentke so sposobni na osnovi poznavanja metodologij znanstveno-raziskovalnega dela reflektirati svoje delo v širšem družbenem kontekstu.

Prenosljive spretnosti

Študenti in študentke se pri tem delu usposobijo za samostojno iskanje in obdelavo virov in literature, znajo obdelati in vrednotiti empirične podatke, obvladajo različne teoretske pristope k reševanju problema, sposobni so kritične analize in razmišljanja, znajo v praksi uporabiti različne metode znanstveno-raziskovalnega dela.

Intended learning outcomes:**Knowledge and understanding:**

Knowledge of the existing theories and methodological approaches; understanding of the differences between these methodologies and their application to a specific issue, understanding of key principles of scholarly work.

Use in practice:

Practical use of individual methodological approaches in analysis of the chosen topic/issue and the use of scholarly methods.

Reflection

Based on the knowledge of scholarly procedures the student is capable of contextualization of his/her argument within the framework of a wider context.

Generic practical use

Student can work on sources, evaluate empirical data, master different theoretical approaches, is capable of critical analysis, can apply different methods of research to everyday practice.

Metode poučevanja in učenja:

Individualno znanstveno-raziskovalno (empirično ali teoretsko delo); konzultacije z mentorjem.

Learning and teaching methods:

Individual scholarly work (practical and/or theoretical); individual consultations with mentor.

Načini ocenjevanja:	Delež/Weight	Assessment:
Predstavitev koncepta magistrskega dela (teoretičnih izhodišč in metodologije) ter najpomembnejših rezultatov, zagovor magistrskega dela z odgovori na vprašanja komisije in predhodno publiciranje izsledkov raziskovanja	100,00 %	Thesis presentation (statement of objectives, description of methodology), expected findings and thesis defense and question period, publishing the results of previous research

Reference nosilca/Lecturer's references:

Študent izdelava magistrsko delo pri izbranem mentorju, ki je eden od nosilcev ali izvajalcev predmetov v programu. Reference vseh nosilcev so navedene v učnih načrtih predmetov, ki jih izvajajo in so, skupaj s habilitacijo, merodajne tudi za vodenje študenta pri izdelavi magistrskega dela.

Student prepares the master thesis with the chosen mentor. Lecturers's references are cited in the individual course syllabus and are valid for mentorship as well.

MANAGEMENT KAKOVOSTI V JAVNEM SEKTORJU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management kakovosti v javnem sektorju
Course title:	Quality Management In Public Sector
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069357
Koda učne enote na članici/UL Member course code:	595

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Primož Pevcin
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Razvoj konceptov o kakovosti 2. Definicije kakovosti 3. Kakovost produktov in kakovost storitev 4. Od kontrole kakovosti do managementa celovite kakovosti (TQM) 5. Management celovite kakovosti (usmeritev k uporabniku, procesno gledanje, , delo v timih, odločanje na osnovi dejstev, stalne izboljšave) 6. Faze razvoja TQM in ciklus »PDCA« 7. Kakovost kot uporabniška izkušnja 8. Stalne izboljšave in vloga tehnologije 9. Kakovost kot orodje strategije 10. Modeli za presojo organizacijske kakovosti (ISO, EFQM, CAF) 11. Samo-evalvacija kot način organizacijskega učenja in zagotavljanja razvoja	1. Development of concepts on Quality 2. Definitions of quality 3. Product quality and service quality 4. From quality control to Total quality management (TQM) 5. Total quality management (customer orientation, process view, team work, facts based decision-making, continuous improvements) 6. Development phases of TQM and »PDCA« cycle 7. Quality as user perspective dimension 8. Continuous improvements and role of technology 9. Quality as strategic tool
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12. Omejitve uvajanja menedžmenta kakovosti v javnem sektorju	10. Models for assessing organizational quality (ISO, EFQM, CAF) 11. Self-evaluation as means of organizational learning and quality assurance 12. Limitations of quality management implementation in the public sector
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Temeljna literatura in viri/Readings:

- Stringham, S.H.: Does Quality Management Work in the Public Sector. Public Administration and Management: An Interactive Journal, 9 (3), 2004.
- Srinivasan, A. & Kurey, B.: Creating Culture of Quality. Harvard Business Review, 4, 2014.
- Knouse S., Carson P.P., Carson K.D.: Edwards W. Deming and Frederick Winslow T., A Comparison of two leaders who shaped the world's view of Management. International Journal of Public Administration 16 (10): 1621-1658. 1993.
- Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla: Total Quality Management (TQM): Principles, Methods, and Applications, 1st edition. Routledge, 2021.

Cilji in kompetence:

Cilji: • Študent razume razvoj obvladovanja kakovosti v organizacijah javnega sektorja. • Študent pridobi znanja in veščine za razumevanje in uvajanje konceptov kakovosti. • Študent spozna strukture in načine merjenja in ocenjevanja kakovosti. • Študenti spozna modele za presojo organizacijske kakovosti (Benchmarking, ISO, »model vrzeli«, EFQM/CAF). Kompetence: • Sposobnost uporabe sodobnih orodij za razvoj na področju kakovosti. • Sposobnost načrtovanja, uvajanja, nadzora in razvoja managementa celovite kakovosti v praksi. • Sposobnost zaznavanja odstopanja od kakovosti na različnih področjih delovanja organizacije. • Sposobnost analize, sinteze in evalvacije kakovosti v javnem sektorju.

Objectives and competences:

Objectives: • Student understands quality assurance development in public organizations. • Student learns key knowledge and skills, needed for understanding and implementing concepts of quality. • Student gains to general knowledge for understanding the structure and means of measuring the quality. • Students recognizes the models for assessing organizational quality (Benchmarking, ISO, »gaps model«, EFQM/CAF). Competences: • Ability to use this modern tools for quality development. • Ability for planning, implementing, monitoring and improving total quality management in practice. • Ability to detect lack of quality (deficiencies) in different areas of organizational functioning. • Ability for performing analyses, synthesis and evaluations of quality in public organizations.
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Predvideni študijski rezultati:

Znanje in razumevanje: Študenti bodo sposobni za razumevanje, povezovanje in uporabo znanja na področju managementa (obvladovanja) kakovosti, ter za posredovanje pridobljenega znanja drugim. Sposobni bodo tudi za znanstveno – raziskovalno

Intended learning outcomes:

Knowledge and understanding: Students will be capable of understanding, synthesizing and use of knowledge in the field of quality (assurance) management, and disseminating the acquired knowledge. Students will also be able for scientific – research

delo na posameznih področjih obravnavanih vsebin in za nadaljevanje samostojnega študija.	activities in various fields of covered knowledge and for further studies.
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Metode poučevanja in učenja:	Learning and teaching methods:
• Predavanja. • Seminarji. • Seminarska naloga. • Študije primerov. • Problemsko učenje.	• Lectures. • Seminars. • Seminar projects. • Case studies. • Problem-based learning.

Načini ocenjevanja:	Delež/Weight	Assessment:
Seminarska naloga	50,00 %	seminar project
Pisni izpit	50,00 %	Written examination

Reference nosilca/Lecturer's references:

PEVCIN, Primož. Government size and quality of governance: Does state size matter?. International Journal of Business and Economic Sciences Applied Research, ISSN 2408-0101, 2021, vol. 13, iss. 3, str. 7-14. PEVCIN, Primož, ŠPAČEK, David, KLIMOVSKÝ, Daniel. Public administration education in the CEE countries: how has it developed during the recent decades. The NISPAcee journal of public administration and policy, ISSN 1337-9038, Dec. 2019, vol. 12, no. 2, str. 217-232. PEVCIN, Primož. Smart city label: past, present, and future. Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu, ISSN 1331-8004, 2019, vol. 37, no. 2, str. 801-822. RIJAVEC, Danila, PEVCIN, Primož. An examination and evaluation of multi-level governance during migration crisis: the case of Slovenia. Central European public administration review, ISSN 2591-2240, [Tiskana izd.], May 2018, vol. 16, no. 1, str. 81-98. PEVCIN, Primož. Productivity changes in Slovenian urban municipalities. Lex localis : revija za lokalno samoupravo, ISSN 1855-363X. [Spletna izd.], jul. 2014, vol. 12, no. 3, str. 417-429. PEVCIN, Primož. Efficiency levels of sub-national governments: a comparison of SFA and DEA estimations. The TQM Journal, ISSN 1754-274X, Vol. 26, iss. 3, 2014. Bingley: Emerald. str. 275-283.
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MANAGEMENT KARIERE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management kariere
Course title:	Career Management
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069386
Koda učne enote na članici/UL Member course code:	577

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tatjana Kozjek
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Pojem kariere ter modeli ravnanja s kariero. 2. Strategija in politika ljudi kot podlaga za izvajanje procesov na področju ravnanja z ljudmi. 3. Faze kariere. 4. Podlaga za načrtovanje kariere in ravnanje s kariero. 5. Organizacijska podpora za razvoj kariere. 6. Kariera in motivacija.	1. The definition of the concept of career and models of career management. 2. Strategy and policy of human resources as the basis for the process in human resource management. 3. Stages of career. 4. Basis for career planning and career management. 5. Organisational support for career development. 6. Career and motivation.

Temeljna literatura in viri/Readings:

- Greenhaus J., Callagan G., Godshalh V. (2019). Career Management for Life, Routledge, Taylor and Francis, New York
- Harrington, B., Hall, D. T. (2014). Career management & work-life integration: using self-assessment to navigate contemporary careers, SAGE, Los Angeles.
- Smith, L. (2016). No Fears, No Excuses: What you need to do to have a great career? Houghton Mifflin Harcourt, Boston.

Cilji in kompetence:

Cilji: • študente opremiti z razumevanjem najnovejših teoretskih znanj, ter s praktičnimi dosežki na področju ravnanja s kariero, • Študente seznaniti s potrebnimi veščinami na področju ravnanja s kariero. . Kompetence: • zmožnost uporabe znanj na področju ravnanja s kariero v praksi, • zmožnosti načrtovanja kariere zaposlenih kot ključnih elementov ravnanja z ljudmi v javni upravi.

Objectives and competences:

Objectives: • acquire students with theoretical knowledge and the practical achievements in career management, • acquire students with the necessary skills in the field of career management. Competences: • ability to use the knowledge in the field of career management in real practice, • ability to plan career for the employees as essential components of human resource management in public administration.
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Predvideni študijski rezultati:

Znanje in razumevanje: Študent se usposablja za pridobitev znanj na področju upravljanja s kariero ter za povezovanje le-teh s predhodno pridobljenimi znanji in znanji, ki jih pridobi pri študijskem programu. Sočasno se usposablja za timsko delo, saj reševanje problemov na področju upravljanja s človeškimi viri – v katerega sodi tudi upravljanje s kariero - zaradi svoje multidisciplinarne dimenzije vključuje timski pristop.

Intended learning outcomes:

Knowledge and understanding: Student should be able to acquire knowledge in career management and to connect it with the previously acquired knowledge. Qualified for teamwork, for solving problems in management of human resources - including career management and - because of its multidisciplinary dimensions requires a team approach to modelling the process and progress.

Metode poučevanja in učenja:

Pouk se izvaja s pomočjo interaktivnega dela s študenti: predstavitve novih spoznanj in izsledkov raziskav, analiza primerov, ustvarjalne delavnice, debate in drugo. Vsak študent mora izdelati seminarsko nalogo ali projekt.

Learning and teaching methods:

Teaching is conducted through interactive work with students, presentation of new findings and results, analysis of case studies and survey of good practice, workshops, team-work. Each student is required to prepare a term paper or project.
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Načini ocenjevanja:

Delež/Weight

Assessment:

Izdelava seminarske naloge	30,00 %	Student paper
Aktivno sodelovanje pri pouku	10,00 %	Active participation during lectures
Ustni izpit	60,00 %	Oral exam

Reference nosilca/Lecturer's references:

- KOZJEK, Tatjana, FERJAN, Marko, ŽNIDARŠIČ, Anja. Perception of job security - empirical evidence from Slovenia. *Journal of East European management studies*, ISSN 0949-6181, 2017, vol. 22, no. 3, str. 287-314, ilustr., doi: [10.5771/0949-6181-2017-3-287](https://doi.org/10.5771/0949-6181-2017-3-287).
- PEČARIČ, Mirko, KOZJEK, Tatjana. From rational to more rational standards of proof. *International journal of public policy*, ISSN 1740-0619, 2016, vol. 12, no. 3/4/5/6, str. 115-129, ilustr. <http://www.inderscience.com/offer.php?id=79729>, doi: [10.1504/IJPP.2016.10000524](https://doi.org/10.1504/IJPP.2016.10000524).
- TOMAŽEVIČ, Nina, KOZJEK, Tatjana, STARE, Janez. Does a voluntary job change affect work-family balance. *International business research*, ISSN 1913-9004, Feb. 2015, vol. 8, no. 2, str. 1-15, graf. prikazi, tabele, doi: [10.5539/ibr.v8n2p1](https://doi.org/10.5539/ibr.v8n2p1).
- KOZJEK, Tatjana, FERJAN, Marko. Organizational flexibility, employee security and organizational efficiency : a case study of Slovenian public and private sector organizations. *Organizacija : revija za management, informatiko in kadre*, ISSN 1318-5454. [Tiskana izd.], feb. 2015, vol. 48, no. 1, str. 3-22, tabele. <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/610/1034>, doi: [10.1515/orga-2015-0001](https://doi.org/10.1515/orga-2015-0001).
- TOMAŽEVIČ, Nina, KOZJEK, Tatjana, STARE, Janez. The consequences of a work - family (im)balance : from the point of view of employers and employees. *International business research*, ISSN 1913-9012. [Online ed.], 2014, vol. 7, no. 8, str. 83-100. <http://www.ccsenet.org/journal/index.php/ibr/article/view/38975/21571>, doi: [10.5539/ibr.v7n8p83](https://doi.org/10.5539/ibr.v7n8p83).
- KOZJEK, Tatjana, TOMAŽEVIČ, Nina, STARE, Janez. Work-life balance by area, actual situation and expectations : the overlapping opinions of employers and employees in Slovenia. *Organizacija : revija za management, informatiko in kadre*, ISSN 1318-5454. [Tiskana izd.], feb. 2014, vol. 47, no. 1, str. 35-51, tabele, graf. prikazi. <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/download/547/984>, doi: [10.2478/orga-2014-0004](https://doi.org/10.2478/orga-2014-0004).

MANAGEMENT S ČLOVEŠKIMI VIRI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management s človeškimi viri
Course title:	Human Resource Management
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069382
Koda učne enote na članici/UL Member course code:	1000

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Jernej Buzeti
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Vrsta predmeta/Course type:	izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

- Uvod v predmet. Pojem in vsebina (strateškega) menedžmenta s človeškimi viri. Načrtovanje človeških virov. Pridobivanje človeških virov.
- Usmeritev novo zaposlenih. Ocenjevanje delovne uspešnosti zaposlenih. Upravljanje s kariero. Učenje in razvoj človeških virov.
- Organizacija menedžmenta s človeškimi viri.
- Ustvarjalne delavnice, študije primerov in interaktivne razprave v skladu z vsebino in strukturo teorije.

- Introduction to the subject. The concept and content of (strategic) human resource management. Human resource planning. Acquisition of human resource.
- Orientation of new employees. Evaluating the work performance of employees. Career management. Learning and human resource development.
- Organization of the human resource management.
- Creative workshops, case studies and interactive discussions in accordance with the content and structure of theory.

Temeljna literatura in viri/Readings:

- Armstrong, M., Taylor S.: Armstrong's Handbook of Human Resource Management. Kogan Page, London, 2014.
- Bal, M., Kooij, D. T.A.M., Rousseau, D.M.: Aging Workers and Employee-Employer Relationship. Springer, New York, 2015.
- Dessler, G., Human Resource Management, Pearson, New Jersey, 2011.
- Boxall, P., Purcell, J., Wright, P.: Human resource management, Oxford university press 2007
- Brejc, M.: Ljudje in organizacija v javni upravi, 2.dopolnjena izdaja, Fakulteta za upravo, Ljubljana 2004.
- Stare, J. (ur.) (2012). Izzivi in priložnosti zdravega delovnega okolja. Ljubljana: Fakulteta za upravo Univerze v Ljubljani.

Cilji in kompetence:

Študent:

- Razume pomen ureditve področja (strateškega) menedžmenta s človeškimi viri.
- Razvije pomembne sposobnosti za ugotavljanje strateških potreb organov uprave na področju menedžmenta s človeškimi viri.
- Razvije kreativne in praktične rešitve pri delu, ko dela študent v skupini, za reševanje problemov na področju menedžmenta s človeškimi viri.

Kompetence:

- Obvladovanje vsebin, metod in tehnik menedžmenta s človeškimi viri.
- Sposobnost oblikovanja rešitev za izzive na področju menedžmenta s človeškimi viri.
- Sposobnost sodelovanja v skupini.

Objectives and competences:

Student:

- Understands the importance of (strategic) human resource management area.
- Develops the importance skills for identifying the strategic needs of administrative bodies in the field of human resources management.
- Develops creative and practical solutions, when students working in a group, for solving issues in the field of human resource management.

Competencies:

- Ability to design a content, methods and techniques of HRM.
- Ability to design solutions for the challenges in the field of HRM.
- Ability to participate in a group.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent se usposablja za pridobivanje znanj na področju (strateškega) menedžmenta s človeškimi viri ter povezovanje le-teh s predhodno pridobljenimi znanji in znanji, ki jih pridobi pri študijskem programu. Obenem se usposablja za timsko delo, ker reševanje problemov na področju menedžmenta s človeškimi viri, vključuje timski pristop.

Intended learning outcomes:

Knowledge and understanding:

The student is trained to acquire the knowledge in the field of (strategic) management of human resources and to connect them with previously acquired knowledge and knowledge acquired in the study program. At the same time, the student is trained for teamwork, because solving problems in the field of human resource management involves a team approach.

Metode poučevanja in učenja:

1. predavanje
2. vaje
3. seminarsko delo / projektno delo
4. javni nastopi in predstavitve
5. študija primera
6. problemsko učenje
7. e-učenje

Learning and teaching methods:

1. lecture
2. practical work
3. seminar / project work
4. public appearances and presentations
5. case study

8. individualne konzultacije	6. problem based learning 7. e-learning 8. individual tutorial
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Načini ocenjevanja:	Delež/Weight	Assessment:
Aktivno sodelovanje (samostojno in/ali skupinsko delo, e-učenje, test, esej), skupinsko delo in poročilo (poročilo projektne naloge, zagovor projektne naloge). Pri oblikovanju ocene predmeta se upoštevajo rezultati tistih delnih obveznosti, ki jih študent pridobi do roka za katerega je razpisana časovna obveznost (pisni ali ustni izpit). Pri oblikovanju ocene predmeta se upoštevajo rezultati tistih delnih obveznosti, ki jih študent pridobi do roka za katerega je razpisana časovna obveznost (pisni ali ustni izpit).	40,00 %	Active participation (individual and/or group work, e-learning, test, essay) group work and report (report of project work, oral presentation of project work). Final assessment of the course is the sum of the time commitments (oral exam, written exam) and other partial estimates of commitments for this period.
Pisni izpit in/ali ustni izpit (pogoj: pozitivna ocena izpita)	60,00 %	Written (and/or oral) examination (condition: positive evaluation of the exam)

Reference nosilca/Lecturer's references:

- BUZETI, Jernej, KLUN, Maja, STARE, Janez. Evaluation of measures to reduce employee turnover in Slovenian organisations. E+M, ISSN 1212-3609, 2016, vol. 19, no. 1, str. 121-131, doi: 10.15240/tul/001/2016-1-009. [COBISS.SI-ID 4774830].
- BUZETI, Jernej, STARE, Janez, KLUN, Maja, KOTNIK, Žiga. The impact of leader's temperament on work absence. Transylvanian review of administrative sciences, ISSN 1842-2845, 2016, sp. iss., str. 23-37, tabele. file:///C:/Users/anitac/Downloads/502-994-1-SM.pdf. [COBISS.SI-ID 4994222].
- STARE, J., BOŠTJANČIČ, E., BUZETI, J., KLUN, M., KOZJEK, T., TOMAŽEVIČ, N., STARE, J. (urednik). (2012). Boljše delovno okolje za boljše sodelovanje : [priročnik]. 1. izd. Ljubljana: Fakulteta za upravo.

MANAGEMENT SPREMEMB V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management sprememb v upravi
Course title:	Change Management in Administration
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069388
Koda učne enote na članici/UL Member course code:	579

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Primož Pevcin
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures: Angleščina, Slovenščina
	Vaje/Tutorial: Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Pojem in uvajanje strateških sprememb. 2. Deležniki in strategije menedžmenta sprememb. 3. Dejavniki uvajanja sprememb. 4. Modeli strateškega spreminjanja (Prosci, Hall, McKinsey, Kotter, Lewin). 5. Praksa uvajanja sprememb in menedžmenta sprememb v upravi in širšem javnem sektorju. 6. Spremembe in tehnološko okolje. 7. Sestavine, metode in orodja aktivnega menedžmenta tehnologij in inovacij. 8. Viri in vrste inovacij. 9. Vpliv tehnološkega napredka na gospodarstvo in družbo.	1. Introduction and basic principles of change management. 2. Stakeholders and change management strategies. 3. The nature and strategic change requirements. 4. Models of strategic change management (Prosci, Hall, McKinsey, Kotter, Lewin). 5. Strategic changes and change management practices in government. 6. Changes and the role of technological environment. 7. Components, methods and tools for active management of technology and innovation. 8. Typology and sources of innovation.

10. Tehnološki napredek in brezposelnost; Vpliv tehnologije na organizacijske procese; Modeli inovacij; 11. Merjenje inovativnega učinka: učinkovitost in uspešnost inovacijskih dejavnosti in sprememb; 12. Tehnološko sodelovanje, mreže in strateške povezave.	9. The influence of technological progress on the economy and society. 10. Technological progress and unemployment. Model innovation. 11. Measuring innovative performance. 12. Technological Cooperation, networks and strategic alliances.
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Temeljna literatura in viri/Readings:

- Kotter, J.P.: Leading Change. HBR Press, 2012.
- Rissanen, T.: Introduction to Change Management: Tools for change, with a case study. Helsinki: Metropolia University of Applied Sciences, 2016.

Cilji in kompetence:

Predmet se ukvarja z obvladovanjem sprememb ter vlogo inovacij v javnem sektorju. Predmet obravnava predvsem ključna vprašanja strategije inovativne organizacije in dinamike uvajanja sprememb.

Specifični cilji predmeta so:

- seznanitev z osnovnim konceptualnim okvirjem tehnologije in managementa;
- obravnava tehnološkega napredka in ocenjevanje njegovega prispevka k rasti in razvoju organizacij, gospodarstva in družbe;
- razumevanje pomena raziskovanja in razvoja pri uresničevanju tehnološkega napredka;
- poglobljena obravnava ključnih vlog javnega sektorja, predvsem javne uprave, glede podpore za učinkovito in uspešno izvajanje programa sprememb, posebej pri razvoju inovativne infrastrukture ter tehnološkem razvoju gospodarstva in družbe;
- poglobljena obravnava strateških in operativnih vidikov upravljanja s tehnologijo, s poudarkom na modelih, metodah, tehnikah in orodjih, ki podpirajo upravljanje s tehnologijo in inovacijami v javnem sektorju;
- reševanje kritičnih faz in operacij, povezanih z učinkovitim upravljanjem s spremembami v javni upravi, na podlagi praktičnih ponazoritev in primerov.

Kompetence:

- Sposobnost praktičnega uvajanja sprememb v javnih organizacijah

Objectives and competences:

The course deals with management aspects of technology and changes in the public sector. Course aims to specifically deal with key issues of strategy, innovative organization and dynamics of change.

The specific objectives of this course are:

- Familiarization with the basic conceptual framework of technology and management;
- Consideration of technological progress and assess its contribution to the growth and development of organizations, business and society;
- Understanding the importance of research and development in the implementation of technological advances;
- In-depth discussion on the key roles of the public sector, particularly the public administration, to support the efficient and effective implementation of the changes, especially in the development of innovative infrastructure and technological development of economy and society;
- Detailed consideration of strategic and operational aspects of the technology, with an emphasis on models, methods, techniques and tools that support the management of technology and innovation in the public sector;
- Solving and critical phases of operations related to the effective management of changes in public administration, based on practical illustrations and examples.

Competences:

• Sposobnost zaznavanja in vrednotenja inovacij v upravi • Sposobnost strateškega razmišljanja in uporabe relevantnih informacij	• Ability to implement practical changes in (public) organisations • Ability to identify and assess innovations in government • ability of problem solving, strategic thinking and utilisation of relevant information
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Predvideni študijski rezultati:

Znanje in razumevanje: Po zaključku predmeta bodo študenti pridobili znanja in veščine na področju dinamike menedžmenta sprememb ter pomena tehnologije in inovacij v javni upravi.	Intended learning outcomes: Knowledge and understanding: Upon completion of this course, the results are related to the gaining of knowledge and skills in the areas of change, technology and innovation management in public administration.
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Metode poučevanja in učenja:

1. Predavanja 2. Seminar 3. Študija primera 4. Debata 5. Domače naloge	Learning and teaching methods: 1. Lectures 2. Seminar 3. Case studies 4. Debate 5. Homeworks
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Načini ocenjevanja:

Delež/Weight

Assessment:

Pisni ali ustni izpit	70,00 %	Written or oral exam
Domače naloge	30,00 %	Homeworks

Reference nosilca/Lecturer's references:

• PEVCIN, Primož. Smart city label : past, present, and future. Zbornik radova Ekonomskog fakulteta u Rijeci : časopis za ekonomsku teoriju i praksu, ISSN 1331-8004, 2019, vol. 37, no. 2, str. 801-822. • HRŽICA, Rok, PEVCIN, Primož, BENČINA, Jože. Kontekstualni okvir in elementi pilotnega modela ocenjevanja organizacijske zrelosti za proces soustvarjanja javnih storitev. V: PEČARIČ, Mirko (ur.). Od boljših predpisov k njihovem učinkovitejšemu izvrševanju, (Zbirka znanstvenih monografij Upravna misel). 1. izd. Ljubljana: Fakulteta za upravo. 2019, str. 87-106. • JUKIČ, Tina, PEVCIN, Primož, BENČINA, Jože, DEČMAN, Mitja, VRBEK, Sanja. Collaborative innovation in public administration : Elektronski vir : theoretical background and research trends of co-production and co-creation. Administrative sciences, ISSN 2076-3387, 2019, vol. 9, iss. 4, str. 1-17. • PEVCIN, Primož. Organizational transformation in subnational governments : selected technical evidence on the existence of learning. Ekonomia i Zarządzanie, ISSN 2080-9646, 2015, vol. 7, no. 3, str. 50-54, • KOVAČ, Polonca, PEVCIN, Primož. Slovene public administration reforms : Europeanization as a bridge over traditional and post-socialist legacies. V: KOVAČ, Polonca (ur.), BILEIŠIS, Mantas (ur.). Public administration reforms in Eastern European Union member states : post-accession convergence and divergence. Ljubljana: Faculty of Administration; Vilnius: Mykolas Romeris University. 2017, str. 302-338.
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MANAGEMENT V JAVNEM SEKTORJU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management v javnem sektorju
Course title:	Management In Public Sector
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060747
Koda učne enote na članici/UL Member course code:	565

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			88	80	7

Nosilec predmeta/Lecturer:	Primož Pevcin
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Pregled razvoja teorij menedžmenta
2. Aktualni razvoj menedžmenta v javnem sektorju in koncept novega javnega vladanja
3. Sodobni vidiki organizacije in delovanja javnega sektorja
4. Med in znotraj-organizacijska partnerstva in izvajanje javnih storitev
5. Kakovost, učinkovitost in uspešnost delovanja javnega sektorja
6. Tehnike/orodja strateškega načrtovanja
7. Splošni viri strateških sprememb v javnem sektorju
8. Krizni in redukcijski menedžment
9. Politika in javni menedžment
10. Odločanje v javnem sektorju

1. Overview of development of management theories
2. Current development of management in the public sector and the paradigm of the New Public Governance
3. Contemporary issues on the organization and functioning of the public sector
4. Inter- and intra-organizational partnerships in delivering public services
5. Quality and performance measurement in the public sector
6. Techniques/tools of strategic planning
7. General sources of strategic changes in the public sector
8. Crisis management and cutback management
9. Political system and public management

11. Aktualna razvojna in raziskovalna vprašanja na področju javnega menedžmenta	10. Decision-making processes in government
12. Aplikacija raziskovalnih metod na področju menedžmenta javnega sektorja	11. Contemporary research and development issues in the field of public management
	12. Application of methods of empirical research in the field of public management

Temeljna literatura in viri/Readings:

- Pevcin P.: Menedžment javnega sektorja, Fakulteta za upravo, Ljubljana, 2011.
- Drumaux, A. & Joyce, P.: Strategic Management for Public Governance in Europe, Palgrave, Cham, 2018.
- Bovaird, T. & Loeffler, E.: Public Management and Governance, 3rd ed., Routledge, London, 2016.
- Rainey H.G.: Understanding and managing public organizations, Jossey-Bass, San Francisco, 2009.

Cilji in kompetence:

Cilji:

- Študent zna ustrezno aplicirati tržno ekonomsko miselnost v delovanja javnega sektorja.
- Študent zna samostojno analizirati in sintetizirati stanje in problematiko menedžmenta v javnem sektorju.
- Študenti pridobi ključna znanja in veščine, ki jih zahteva dober management v javnem sektorju.
- Študent razume dejavnike in spremembe v okolju in zna uspešno načrtovati in izvajati strateške spremembe in prenove.
- Študent zna razmejiti in prepoznati pomen sodobnih paradigm (Novi javni management, Novo javno upravljanje itd.) za učinkovito delovanja javnega sektorja.

Kompetence:

- Sposobnost strokovnega in raziskovalnega dela na področju javnega menedžmenta.
- Sposobnost analize in reševanja aktualnih problemov delovanja javnega sektorja na makro, mezo in mikro ravni.
- Sposobnost sprejemanja odločitev v javnih organizacijah.
- Sposobnost menedžiranja, načrtovanja, usmerjanja, vodenja in organiziranja za delovanje v javnih organizacijah.

Objectives and competences:

Objectives:

- Student is able to meaningfully apply market oriented thinking into public sector.
- Student is able to individually analyze and synthesize issues and challenges facing public management.
- Student gains relevant knowledge and skills for performing sound management in the public sector.
- Student is able to understand ongoing changes taking place in the organizational environment, and is able to plan and implement strategic changes and renovations.
- Student is able to identify the importance of modern public management paradigms (New Public Management, New Public Governance etc.) for efficient functioning of the public sector.

Competencies:

- Ability to perform professional and scientific activities in the domain of public management.
- Ability to analyze and solve contemporary problems in the public sector at macro, mezzo and micro levels.
- Ability to make decisions.
- Ability to manage, plan, direct, lead and organize activities in public organizations.

Predvideni študijski rezultati:

Znanje in razumevanje:

- Študent je sposoben samostojnega in kompleksnega proučevanja delovanja managementa, zna povezovati svoje znanje in

Intended learning outcomes:

Knowledge and understanding:

- Students are able for independent and complex research of managerial functions, implementing acquired knowledge for

razumevanje praktičnih primerov in pridobljeno znanje posredovati drugim. Sposoben je znanstveno obdelati določeno vprašanje oz. problem in je usposobljen za nadaljevanje samostojnega raziskovanja in strokovnega izpopolnjevanja. • Študent je sposoben identificirati glavne raziskovalne in razvojne probleme delovanja javnega sektorja ter uporabiti primerno znanstveno-raziskovalno metodologijo pri proučevanju raziskovalnih vprašanj.	understanding practical cases and disseminating knowledge to others. They gained the ability for scientific approach to specific issues or problem and to continue individual research and professional development. • Students are able to identify main research and development issues related to the public sector and employ appropriate research methodology when studying contemporary issues and problems.
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Metode poučevanja in učenja: • predavanja • seminar • projektno delo • študija primera • seminarska naloga V okviru seminarja bodo študentje skupinsko ali individualno predstavili raziskovalno delo ter diskutirali o izsledkih in rezultatih.	Learning and teaching methods: • lectures • seminars • project work • case studies • seminar paper At seminars, students will individually or in groups present the research work, and discuss findings and results.
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Načini ocenjevanja:	Delež/Weight	Assessment:
Seminarska naloga	50,00 %	Seminar project
Pisni izpit	50,00 %	Written examination

Reference nosilca/Lecturer's references:

• PEVCIN, Primož. An insight into potential fiscal implications of the great lockdown from the perspective of small states. <i>Acta economica : časopis za ekonomiju</i>, ISSN 1512-858X, 2020, vol. 18, no. 33, str. 9-20. • PEVCIN, Primož. Government size and quality of governance: Does state size matter?. <i>International Journal of Business and Economic Sciences Applied Research</i>, ISSN 2408-0101, 2021, vol. 13, iss. 3, str. 7-14. • PEVCIN, Primož. Local governments structures in cross-national perspective : a comparison of organisation and fonctionnal assignments = Structures des collectivités locales : comparaison des organisations et attributions fonctionnelles. V: GUÉRARD, Stéphane (ur.), ASTRAUSKAS, Algirdas (ur.). <i>Local autonomy in the 21st century : between tradition and modernisation = L'autonomie locale au XXIe siècle : entre tradition et modernisation</i>, (Collection Kultura, ISSN 2491-1194, 2). [Clermont-Ferrand]: Institut Universitaire Varenne: L.G.D.J-Lextenso éditions. 2016, str. 167-181, 571-586. • PEVCIN, Primož. Austerity and cutback management in the public sector : a case study for Slovenia. <i>Halduskultuur</i>, ISSN 1736-6070, 2014, vol. 15, no. 1, str. 80-99. • PEVCIN, Primož. Smart city label: past, present, and future. <i>Zbornik radova Ekonomskog fakulteta u Rijeci : časopis za ekonomsku teoriju i praksu</i>, ISSN 1331-8004, 2019, vol. 37, no. 2, str. 801-822.

MANAGEMENT V LOKALNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management v lokalni upravi
Course title:	Local Government Management
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069371
Koda učne enote na članici/UL Member course code:	590

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Primož Pevcin
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

1. Razvoj lokalne samouprave; 2. Ekonomski in politični pomen lokalne samouprave; 3. Modeli in mednarodno-primerjalna analiza organizacije lokalne samouprave; 4. Pristopi menedžmenta v lokalni upravi; 5. Teorija fiskalnega federalizma in teorija nastanka državnih/lokalnih skupnosti 6. Logika decentralizacije kot postulat paradigme novega javnega menedžmenta; 7. Funkcionalna analiza in izboljšanje zmogljivosti lokalne samouprave; 8. Stroškovna učinkovitost delovanja lokalnih uprav; 9. Povezovanje lokalnih uprav; 10. Financiranje in proračun lokalne uprave;	1. Development of local selfgovernment 2. Political and economic foundations of local self-government; 3. Models and international analysis of variations in the organisation of local self-government; 4. Approaches of management in local government; 5. Fiscal federalism theory and theory of breaking-up of nations; 6. Decentralisation as New public management ideology postulate; 7. Functional analyses and improving capacities in local self-government; 8. Cost-efficiency of local self-government units; 9. Local government amalgamations;
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11. Delovanje in odločanje lokalnih uprav; 12. Uporaba koncepta projektnega menedžmenta v lokalni samoupravi.	10. Finances and budgeting in local government units; 11. Functioning and decision-making process in local self-government; 12. Applying project management in local self-government.
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Temeljna literatura in viri/Readings:

- Wollmann, H., Koprić, I., Marcou, G.: Public and Social Services in Europe: From Public and Municipal to Private Sector Provision, Palgrave Macmillan, Cheltenham, 2016.
- KOPRIĆ, Ivan, WOLLMANN, Hellmut, MARCOU, Gérard. Evaluating reforms of local public and social services in Europe : more evidence for better results, (Governance and public management). Cham: Palgrave Macmillan, 2018.
- GUÉRARD, Stéphane, ASTRAUSKAS, Algirdas. Local autonomy in the 21st century : between tradition and modernisation = L'autonomie locale au XXIe siècle : entre tradition et modernisation, (Collection Kultura, ISSN 2491-1194, 2). [Clermont-Ferrand]: Institut Universitaire Varenne: L.G.D.J.-Lextenso éditions. 2016.

Cilji in kompetence:

Cilji: • Študenti pridobijo specifična znanja o organizacijskih in funkcionalnih konceptih delovanja lokalne samouprave. • Študenti se seznani s pristojnostmi in načinom financiranja lokalne uprave, organi in njihovimi pristojnostmi, razmerji med lokalno samoupravo in centralno oblastjo ter z organizacijo služb lokalne uprave in načinom njihovega delovanja. Kompetence: • Študenti so sposobni uporabiti metode in tehnike sodobnega managementa tudi v lokalni upravi. • Študenti razvijejo sposobnost razumevanja kompleksnejših vprašanj, problemov in vsebin povezanih z lokalno samoupravo. • Študenti bodo pri tem razvili tudi organizacijske in vodstvene kompetence za delovanje v okviru lokalne samouprave.

Objectives and competences:

Objectives: • Students will gain specific knowledge of organizational and functional concepts of local government. • Students will gain the knowledge of local government functioning and financing, power sharing and relations between local self-government and central government. Competences: • Students will be able to use knowledge and skills needed for good local management by using models and approaches of modern management theory. • Students will be able to better understand problems related to local self-government functioning, and they will be able to solve those problems and apply efficient decision-making. • Students will also develop organizational and leadership competencies to work in local administration.

Predvideni študijski rezultati:

Znanje in razumevanje: Študent se usposobi za obvladovanje in uporabo znanj v sklopu organov in služb lokalne samouprave ter za povezovanje le-

Intended learning outcomes:

Knowledge and understanding: Students are able for independent and complex research and involvement in managerial functions of local self-government in connections with existing knowledge in the field of public sector.
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teh s predhodno pridobljenimi znanji na področju organizacije in delovanja javnega sektorja.	
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Metode poučevanja in učenja:

Predmet je sestavljen iz predavanj, seminarjev ter izdelave seminarske naloge, ki je namenjena reševanju vprašanj in problemov iz prakse konkretnih lokalnih samouprav. Seminarske naloge se izdelajo v skupinah ali samostojno.

Learning and teaching methods:

The course delivered is combined by lectures, seminars and seminar work preparation, aimed toward solving issues and practical problems from localities in two countries. Seminar work is conducted in groups or as individual work.

Načini ocenjevanja:
Delež/Weight
Assessment:

Seminarska projektna naloga	50,00 %	Seminar project preparation
Pisni in/ali ustni izpit	50,00 %	Written and/or verbal exam.

Reference nosilca/Lecturer's references:

- PEVCIN, Primož. Evalvacija razvoja in stanja lokalne samouprave v Sloveniji s poudarkom na okvirih financiranja in združevanja lokalnih oblasti. V: KUKOVIČ, Simona (ur.), HAČEK, Miro (ur.). Petindvajset let lokalne samouprave v Republiki Sloveniji, (Knjižna zbirka Politične institucije in procesi). Ljubljana: Fakulteta za družbene vede. 2020, str. 145-160.
- PETKOVŠEK, Veronika, HROVATIN, Nevenka, PEVCIN, Primož. Local public services delivery mechanisms : a literature review. Lex localis : revija za lokalno samoupravo, ISSN 1581-5374. [Tiskana izd.], Jan. 2021, vol. 19, no. 1, str. 39-64,
- PEVCIN, Primož. The analysis of the implementation of municipal cooperation and merger strategies : case study for Slovenia. Economics and Culture, ISSN 2256-0173, 2018, vol. 15, issue 1, str. 15-21.
- PEVCIN, Primož. ECLSG and local public services : some general and country-specific challenges = Občinske javne službe v luči MELLIS : nekateri splošni in specifični izzivi. V: RAKAR, Iztok (ur.). 20 let Evropske listine lokalne samouprave v Sloveniji. Maribor: Inštitut za lokalno samoupravo Maribor. 2018, str. 71-81.
- PEVCIN, Primož, RAKAR, Iztok. Local public services in Slovenia - legal, organizational, economic and financial aspects. Hrvatska i komparativna javna uprava : časopis za teoriju i praksu javne uprave, ISSN 1848-0357, 2015, god. 15, br. 3, str. 697-714.

METODE PRIMERJALNE ANALIZE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Metode primerjalne analize
Course title:	Benchmarking Analysis Methods
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069373
Koda učne enote na članici/UL Member course code:	592

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Jože Benčina
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures: Angleščina, Slovenščina
	Vaje/Tutorial: Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

- Definicija, osnovni pojmi - Kriteriji in merjenje ekonomičnosti, učinkovitosti in uspešnosti v javnem sektorju, - Modeli benchmarking procesa - Metode benchmarking analiz: multivariantne analize, DEA metoda - Sistemi kazalnikov in benchmarking analize v javnem sektorju - Benchmarking v lokalni samoupravi: transparentnost, kazalniki, razvrščanje v primerljive skupine, participacija državljanov pri odločanju - Študije primerov glede na interes študentov	- Definition, basic terms and concepts - Public sector performance measuring criteria - Benchmarking models - Benchmarking analyses methods: multivariate analyses, data envelopment analysis - System of indicators and benchmarking analyses in public sector - Benchmarking in local government: transparency, indicators, classification of units into comparable groups, citizens participation in decision making - Case studies
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Temeljna literatura in viri/Readings:

Obvezna literatura/ Compulsory readings

- Keehley, P. & Abercrombie, N., 2008. Benchmarking in the Public and Nonprofit Sectors: Best Practices for Achieving Performance Breakthroughs 2nd ed., Jossey-Bass, p. 1-193.
- Zhu, J., 2008. Quantitative Models for Performance Evaluation and Benchmarking: Data Envelopment Analysis with Spreadsheets 2nd ed., Springer, p. 1 - 157.
- Russ-Eft, D. & Preskill, H., 2009. Evaluation in Organizations: A Systematic Approach to Enhancing Learning, Performance, and Change Second Edition., Basic Books.

Cilji in kompetence:

Študent:

- razume pomembno vlogo merjenja delovanja javnega sektorja z vidika povečevanja njegove kakovosti in uspešnosti,
- razume pristope primerjalne analize in zna izbrati najprimernejši pristop za obravnavo danega problema,
- zna opredeliti cilje in raziskovalna vprašanja primerjalne analize,
- razume prednosti in slabosti različnih metod primerjanja in se odloči za najbolj primerne,
- zna uporabiti metode primerjanja in poročati o rezultatih.

Študentje so zmožni:

- načrtovati primerjalni model z vsemi potrebnimi elementi,
- oblikovati problemski pristop in utemeljiti nameravani primerjalni model ter se umestiti v predhodno raziskovalno in izkustveno okolje na osnovi študija literature in virov,
- postaviti raziskovalna vprašanja, derivirati trditve in hipoteze ter jih medsebojno primerjati,
- načrtovati in izpeljati primerjalno analizo z izbranimi kazalniki,
- predstaviti rezultate analize v obliki, ki omogoča razumevanje in preverjanje rezultatov.

Objectives and competences:

Student:

- understands the importance of performance benchmarking in public sector as the ground for quality and effectiveness improvement,
- understands the approaches of the comparative analysis and knows how to choose the most appropriate approach to address a given problem,
- is able to define the objectives and research issues of comparative analysis,
- understands the advantages and disadvantages of different comparison methods and decides on the most appropriate ones,
- knows how to use comparison methods and report results.

Students will be able to

- design a comparative model with all the necessary elements,
- formulate a problem-based approach, substantiate the intended comparative model and place it in a previous research and experiential environment based on the study of literature and sources,
- ask research questions, derive claims and hypotheses and compare them with each other,
- plan and perform a comparative analysis with selected indicators,
- present the results of the analysis in a form that allows understanding and verification of the results.

Predvideni študijski rezultati:

Študent je usposobljen za:

- pripravo programa uvajanja benchmarkinga v javno upravo,

Intended learning outcomes:

Student is qualified for

- preparation of a program for the introduction of benchmarking in public administration,
- definition and use of performance and efficiency indicators and interpretation of the obtained results,

• opredelitev in uporabo kazalnikov uspešnosti in učinkovitosti ter interpretacijo dobljenih rezultatov, • izbiro najprimernejših metod primerjalne analize in njihovo učinkovito uporabo, • presojo ustreznosti poteka raziskave in uporabljenih metod v zvezi z relevantnostjo rezultatov, • posredovanje rezultatov analize v obliki, ki omogoča razumevanje in preverjanje.	• selection of the most appropriate methods of benchmarking and their effective use, • assessment of the adequacy of the research course and the methods used in relation to the relevance of the results, • communication of the results of the analysis in a form that allows verification.
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Metode poučevanja in učenja:

Learning and teaching methods:

• predavanje • seminar • raziskava • projektno delo • seminarsko delo • skupinska predstavitev • e-učenje	• lecture • seminars • research • project work • seminar paper • (group) presentation • e-learning
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Načini ocenjevanja:

Delež/Weight

Assessment:

seminarska delo (npr. projektna naloga, seminarska naloga) in/ali zagovor dela	80,00 %	seminar work (project work, seminar workpaper) and/or oral exam
pisni in/ali ustni izpit	20,00 %	written and/or oral exam

Reference nosilca/Lecturer's references:

• Stanojević, A., & Benčina, J. (2019). The Construction of an Integrated and Transparent Index of Wellbeing. <i>Social Indicators Research</i>, 143(3), 995–1015. https://doi.org/10.1007/s11205-018-2016-y. • LAMOVŠEK, Nejc, KLUN, Maja, SKITEK, Milan, BENČINA, Jože. Defining the optimal size of medical laboratories at the primary level of health care with data envelopment analysis : defining the efficiency of medical laboratories. <i>Acta informatica medica</i>, ISSN 0353-8109, 2019, vol. 27, iss. 4, str. 224-228. • JUKIĆ, Tina, PEVCIN, Primož, BENČINA, Jože, DEČMAN, Mitja, VRBEK, Sanja. Collaborative innovation in public administration : Elektronski vir : theoretical background and research trends of co-production and co-creation. <i>Administrative sciences</i>, ISSN 2076-3387, 2019, vol. 9, iss. 4, str. 1-17. • OTT, Katarina, BRONIĆ, Mihaela, STANIĆ, Branko, KLUN, Maja, BENČINA, Jože. Determinants of online local budget transparency in Croatia and Slovenia. <i>Central European public administration review</i>, ISSN 2591-2240. [Tiskana izd.], Nov. 2019, vol. 17, no. 2, str. 167-187. • BIŠČAK, Mojca, BENČINA, Jože. The impact of HRM practices on the performance of municipalities : the case of Slovenia. <i>Transylvanian review of administrative sciences</i>, ISSN 1842-2845, Oct. 2019, vol. 15, no. 58E, str. 5-23. • CERAR GODEC, Lucija, BENČINA, Jože. Impact of active labour market policy programs on employment in the EU during the crisis. <i>Central European public administration review</i>, ISSN 2591-2240. [Tiskana izd.], May 2018, vol. 16, no. 1, str. 31-50.

METODE RAZISKOVANJA V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Metode raziskovanja v upravi
Course title:	Research Methods in Administration
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060743
Koda učne enote na članici/UL Member course code:	562

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			88	80	7

Nosilec predmeta/Lecturer:	Jože Benčina
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Splošno o raziskovanju v upravi 2. Pregled raziskovalnih pristopov in osnovnih znanstveno-raziskovalnih metod 3. Podatkovni viri: opredelitve in citiranje 4. Anketno raziskovanje in druge metode oblikovanja primarnih podatkovnih virov 5. Statistične metode pri sekundarnih podatkovnih virih 6. Opredelitev raziskovalnega procesa 7. Priprava predloga in načrta raziskave- projektni pristop 8. Utemeljitev raziskave, umestitev v predhodno raziskovalno okolje in utemeljitev vrednosti za deležnike 9. Izvedba raziskave: zbiranje, urejanje in obdelava podatkov	1. General matters about the research in administration 2. Review of research approaches and basic scientific research- methods 3. Data sources: definitions and citations 4. Survey research and other methods for formation of the primary data sources 5. Statistical methods at secondary data sources 6. Research process 7. Empirical research design, project approach 8. Argumentation of the research, placement in the predefined research field and argumentation of the value for stakeholders 9. Research execution: collection, sorting and processing data 10. Hypotheses testing
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10. Preverjanje hipotez	11. Interpretation of research results
11. Komentiranje in interpretacija rezultatov raziskave	12. Research results reporting and publication
12. Oblikovanje raziskovalnih poročil in objav	

Temeljna literatura in viri/Readings:

Temeljna literatura - Vigoda-Gadot, E., & Vashdi, D. R. (Eds.). (2020). <i>Handbook of Research Methods in Public Administration, Management and Policy</i>. Edward Elgar Pub. str. 448. - McNabb, D.E., 2008. <i>Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches</i> 2nd ed., M.E.Sharpe. 1 – 423 Dodatna literatura in viri - Thiel, S. van. (2014). <i>Research Methods in Public Administration and Public Management: An Introduction</i> (1st edition). Routledge. - Robbins, D., 2008. <i>Understanding Research Methods: A Guide for the Public and Nonprofit Manager</i> 1st ed., CRC Press. p. 1 - 82 - Izbrani novejši znanstveno raziskovalni članki s področja managementa in javne uprave.

Cilji in kompetence:

Študent: - prepozna in opredeli problem, postavi raziskovalna vprašanja in ali trditve in opredeli raziskovalne hipoteze, - razume pomen in zna pripraviti pregled literature, - zna pripraviti teoretski in metodološki okvir lastne raziskave, - razume in zna uporabiti metode modeliranja pojavov, - razume in zna utemeljiti in interpretirati lastnosti pojavov, - rezultate raziskave kritično obravnava in jih sooči z rezultati predhodnih raziskav, - oblikuje celovito raziskovalno poročilo in ga oblikuje v znanstveni članek. Študentje so: - sposobni razvijati teoretična, metodična in uporabna spoznanja na področju javne uprave, - zmožni oblikovati problemski pristop in utemeljiti nameravano raziskovalno delo ter umestiti raziskovalno delo v predhodno raziskovalno okolje na osnovi študije literature in virov, - zmožni poročati o rezultatih v obliki raziskovalnega poročila, znanstvenega prispevka in magistrske naloge in interpretirati vsebino rezultatov raziskovalnega projekta, - avtonomnega reševanja zahtevnejših strokovnih in znanstvenih problemov,	Objectives and competences: Student: - identifies and defines the problem, asks research questions and or thesis and defines research hypotheses, - understands the meaning and knows how to prepare a literature review, - knows how to prepare a theoretical and methodological framework for his own research, - understands and knows how to use methods of modeling phenomena, - understands how to substantiate and interpret the properties of studied phenomena, - critically examines the results of the research and confronts them with the results of previous research, - prepares a comprehensive research report and formulates it into a scientific article. Students will be: - able to develop theoretical, methodological and applied knowledge in the field of public administration, - able to formulate a problem-based approach, substantiate the intended research work, and to place the research work in a previous research environment on the basis of a study of literature and sources, - able to report the results in the form of a research report, a scientific paper and a
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• zmožni analize, sinteze in evalvacije.	master's thesis and to interpret the research project results, • to devise autonomous solution of complex professional and scientific problems • able of analysis, synthesis and evaluation.
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Predvideni študijski rezultati:	Intended learning outcomes:
Študent je usposobljen za: • načrtovanje raziskave z vsemi potrebnimi elementi, • oblikovanje problemskega pristopa in utemeljitev nameravanega raziskovalnega dela, umeščanje raziskovalnega dela v predhodno raziskovalno okolje na osnovi študija literature in virov, • pridobivanje in analiziranje informacij z uporabo ustreznih metod kot sta analiza vsebin in komparacija, • postavljanje raziskovalnih vprašanj, derivacijo trditev in hipotez ter njihovo preverjanje, • modeliranje pojavov s pomočjo ustreznih kvantitativnih metod, • komentiranje in vsebinsko interpretacijo rezultatov raziskave, • poročanje o rezultatih v obliki znanstvenega prispevka.	Student is qualified • to plan the research with all necessary elements, • to incorporate the problem approach and assert the intended research work, and to place the research into predefined research framework, • obtaining and analyzing information using appropriate methods such as content analysis and comparison, • to ask research questions and theses and derive and test hypotheses, • modeling of phenomena using appropriate quantitative methods, • to interpret the meaning of research results, and apply it to situations at hand, • to report results, in the form of research article.

Metode poučevanja in učenja:	Learning and teaching methods:
• predavanje • seminar • raziskava • projektno delo • seminarsko delo • skupinska predstavitev • e-učenje	• lecture • seminars • research • project work • seminar paper • (group) presentation • e-learning

Načini ocenjevanja:	Delež/Weight	Assessment:
seminarska delo (npr. projektna naloga, seminarska naloga) in/ali zagovor dela	80,00 %	seminar work (project work, seminar workpaper) and/or oral exam
pisni in/ali ustni izpit	20,00 %	written and/or oral exam

Reference nosilca/Lecturer's references:
• Stanojević, A., & Benčina, J. (2019). The Construction of an Integrated and Transparent Index of Wellbeing. <i>Social Indicators Research</i>, 143(3), 995–1015. https://doi.org/10.1007/s11205-018-2016-y.

- LAMOVŠEK, Nejc, KLUN, Maja, SKITEK, Milan, BENČINA, Jože. Defining the optimal size of medical laboratories at the primary level of health care with data envelopment analysis : defining the efficiency of medical laboratories. *Acta informatica medica*, ISSN 0353-8109, 2019, vol. 27, iss. 4, str. 224-228.
- JUKIĆ, Tina, PEVCIN, Primož, BENČINA, Jože, DEČMAN, Mitja, VRBEK, Sanja. Collaborative innovation in public administration : Elektronski vir : theoretical background and research trends of co-production and co-creation. *Administrative sciences*, ISSN 2076-3387, 2019, vol. 9, iss. 4, str. 1-17.
- OTT, Katarina, BRONIĆ, Mihaela, STANIĆ, Branko, KLUN, Maja, BENČINA, Jože. Determinants of online local budget transparency in Croatia and Slovenia. *Central European public administration review*, ISSN 2591-2240. [Tiskana izd.], Nov. 2019, vol. 17, no. 2, str. 167-187.
- BIŠČAK, Mojca, BENČINA, Jože. The impact of HRM practices on the performance of municipalities : the case of Slovenia. *Transylvanian review of administrative sciences*, ISSN 1842-2845, Oct. 2019, vol. 15, no. 58E, str. 5-23.
- CERAR GODEC, Lucija, BENČINA, Jože. Impact of active labour market policy programs on employment in the EU during the crisis. *Central European public administration review*, ISSN 2591-2240. [Tiskana izd.], May 2018, vol. 16, no. 1, str. 31-50.

MODELI, METODE IN TEHNIKE UPRAVLJANJA S KAKOVOSTJO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Modeli, metode in tehnike upravljanja s kakovostjo
Course title:	Models, Methods and Techniques of Quality Management
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069359
Koda učne enote na članici/UL Member course code:	597

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Sabina Bogilović
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures: Angleščina, Slovenščina
	Vaje/Tutorial: Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Sodoben pomen pojmov industrija in storitev.
2. Dimenzije kakovosti.
3. Uspešnost, učinkovitost in kakovost javnih organizacij.
4. Sistemski pristop h kakovosti in sistem kakovosti.
5. Sistem za upravljanje s kakovostjo.
6. Zagotavljanje kakovosti in principi celovitega obvladovanja kakovosti (TQM).
7. Infrastruktura, praksa in orodja TQM.
8. Management procesov in odločanje na podlagi celovitega obvladovanja kakovosti
9. Razvoj in vključevanje zaposlenih v celovito obvladovanje kakovosti

1. Modern understanding of concepts of industry and services.
2. The dimensions of quality.
3. Effectiveness, efficiency and quality in public organizations.
4. The systematic approach to quality and quality system.
5. The system for quality management.
6. Assurance of quality and principles of total quality management (TQM).
7. Infrastructure, practice and tools of TQM.
8. Design making and process based on total quality management .
9. Development and involvement of employees in total quality management

10. Inovativnost in izboljševanje na podlagi celovitega obvladovanja kakovosti	10. Innovation and improvement based on total quality management
11. Ciklus PDCA. Osredotočenost na kupca/uporabnika.	11. PDCA cycle. Consumer orientation.
12. Družbena odgovornost na podlagi celovitega obvladovanja kakovosti	12. Social responsibility based on total quality management

Temeljna literatura in viri/Readings:

- S. Thomas Foster, Managing Quality: Integrating the Supply Chain (6th Edition), 2016, Pearson
- D.R. Kiran. Total Quality Management Key Concepts and Case Studies. 2016 Butterworth-Heinemann
- J. Evans and W. Lindsay, The Management and Control of Quality, 2004 South Western College Publishing.

Cilji in kompetence:

Cilji:

- Študent spozna obvladovanje konceptov kakovosti.
- Študent pozna orodja upravljanja s kakovostjo.
- Študent pozna terminologijo, modelov, metod in tehnik upravljanja s kakovostjo.

Kompetence:

- Razumevanje pomena kakovosti za upravljanje, kot tudi načinov za načrtovanje nadzora,
- Sposobnost upravljanja načrtov za izboljšanje kakovosti.
- Sposobnost oceniti uporabnost nekaterih modelov vodenja kakovosti, metod in tehnik za posebne razmere v posameznih segmentih uprave.
- Sposobnost uporabljati paleto modelov, metod in tehnik na področju upravljanja.

Objectives and competences:

Objectives:

- Student is acquainted with the concepts of quality management..
- Student gain the knowledge about the tools of quality management.
- Student knows terminology, models, methods and techniques of quality management.

Competences:

- Understanding the importance of quality for administration, as well as the ways to plan, control, improve and assure it.
- To manage quality plans for quality improvement.
- Ability to assess applicability of certain quality management models, methods and techniques for particular situations in specific segments of administration.
- Ability to apply a palette of models, methods and techniques in the field of administration.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent pozna koncepte in terminologijo ter modele in tehnike upravljanja s kakovostjo.

Usposobljen je za uporabo konceptov kakovosti v različnih organizacijah.

Intended learning outcomes:

Knowledge and understanding:

Students acquire the concept, terminology, models and technics of quality management.

They are able to use concepts of quality management in different types of organizations.

Metode poučevanja in učenja:

Učni program se izvaja: s predavanji, z obravnavanjem literature, z delom v timih in predstavitvijo izsledkov timskega dela, s študijami

Learning and teaching methods:

primerov, z debatami, z izdelavo projektov, z diskusijskimi skupinami.	The curriculum is implemented through interactive lectures, literature study, work in teams, case studies, workshops and discussion groups.
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Načini ocenjevanja:	Delež/Weight	Assessment:
1. Pisni izpit	50,00 %	1. Written exam
2. Seminarska naloga	40,00 %	2. Student paper
3. Sprotne naloge in aktivno sodelovanje na predavanjih	10,00 %	3. Assignments and active participation in lectures

Reference nosilca/Lecturer's references:

- BOGILOVIĆ, Sabina, BORTOLUZZI, Guido, ČERNE, Matej, GHASEMZADEH, Khaterreh, ŽNIDARŠIČ, Jana. Diversity, climate and innovative work behavior. European journal of innovation management, ISSN 1460-1060, 2021, vol. 24, iss. 5, str. 1502-1524, doi: 10.1108/EJIM-03-2020-0100.
- SITAR, Aleša Saša, BOGILOVIĆ, Sabina, PAHOR, Marko. The relationship between informal knowledge sharing network and individual learning in organizations : does the structuring of activities matter?. Društvena istraživanja : časopis za opća društvena pitanja, ISSN 1330-0288, Feb. 2019, vol. 28, iss. 1, str. 109-128, doi: 10.5559/di.28.1.06. [COBISS.SI-ID 24992742],
- STANIMIROVIĆ, Tatjana, BOGILOVIĆ, Sabina. Kako uspešna je bila sanacija slovenskih bolnišnic. V: PEČARIČ, Mirko (ur.). Od boljših predpisov k njihovem učinkovitejšemu izvrševanju, (Zbirka znanstvenih monografij Upravna misel). 1. izd. Ljubljana: Fakulteta za upravo. 2019, str. 167-184,
- PEVCIN, Primož, BOGILOVIĆ, Sabina. Strateški menedžment v javnem sektorju. 1. izd. Ljubljana: Fakulteta za upravo, 2017. 144 str., graf. prikazi, tabele. ISBN 978-961-262-105-6. [COBISS.SI-ID 290935808]
- KNOLL, Michael, GÖTZ, Martin, ADRIASOLA, Elisa, BOGILOVIĆ, Sabina, ČERNE, Matej, et al. International differences in employee silence motives : scale validation, prevalence, and relationships with culture characteristics across 33 countries. Journal of organizational behavior, ISSN 0894-3796, Jun. 2021, vol. 42, iss. 5, str. 619-648, doi: 10.1002/job.2512

ODNOSI Z JAVNOSTJO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Odnosi z javnostjo
Course title:	Public Relations
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060796
Koda učne enote na članici/UL Member course code:	567

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			118	80	8

Nosilec predmeta/Lecturer:	Tatjana Kozjek
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Opredelitev področja odnosov z javnostmi. 2. Odnosi z javnostmi kot funkcija, proces, poklic in znanstvena disciplina. 3. Koncept odnosov z javnostmi v javnem sektorju. 4. Elementi dobrih odnosov z javnostmi. 5. Notranje in zunanje ciljne javnosti. 6. Naloge odnosov z javnostmi. 7. Izbor in vključevanje specializiranih agencij za odnose z javnostmi. 8. Graditev celostne podobe. 9. Odnosi z javnostmi v kriznih situacijah. 10. Odnosi z javnostmi v mednarodnem in večkulturnem okolju. 11. Evalvacija in merjenje učinkovitosti ter uspešnosti odnosov z javnostmi.	1. Definition of the field of Public Relations. 2. Public Relations as function, process, profession and science. 3. The concept of Public Relations in Public Sector. 4. Public relations activities. 5. Internal and external target groups. 6. Public relations tasks. 7. Selection and involvement of specialized public relations agencies. 8. Building the corporate image. 9. Public Relations in crisis situations. 10. Public Relations in an international and multicultural environment. 11. Public Relations measuring and evaluating. 12. Ethical aspects of Public Relations.
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Temeljna literatura in viri/Readings:

- Gunning, E. (2018). Public Relations – A practical Approach. 3rd Edition, [Macmillan Education, United Kingdom](#).
- Meerman, Scott, D. (2017). The new Rules of Marketing & PR. How to use social media, online video, mobile applications, blogs, news releases & viral marketing to reach buyers directly. Wiley, New Jersey.
- Sweeney, J. (2019). Public Sector Marketing Pro. The Definitive Guide to Digital Marketing and Social Media for Government and Public Sector. JS Press, USA.

Cilji in kompetence:**Cilji:**

- študente izpopolniti v obstoječih znanjih in veščinah ter seznaniti z novimi znanji, ki so potrebna za oblikovanje ustreznih odnosov s ciljnim javnostmi,
- študentom omogočiti vpogled in seznanitev s konceptom odnosov z javnostmi v javnem sektorju,
- študentom omogočiti razumevanje vloge in posebnosti pri uresničevanju vzpostavitve ter vzdrževanja dolgoročnih odnosov z zunanjimi in notranjimi javnostmi.

Kompetence:

- razumevanje načel, strategij in taktik odnosov z javnostmi,
- sposobnost upravljanja, načrtovanja, izvajanja in vrednotenja odnosov z notranjimi in zunanjimi javnostmi.

Objectives and competences:**Objectives:**

- to improve knowledge and skills of students and equip students with new knowledge needed for formulating appropriate relations with targeted public,
- equip students with the knowledge about the concept of public relations in public sector,
- develop students understanding the role and specifics of realisation of establishing and maintaining long term relations with external and internal target groups.

Competencies:

- ability to understand the principles, strategies and tactics of public relations,
- ability to manage, plan, implement and evaluate public relations with internal and external target groups.

Predvideni študijski rezultati:**Znanje in razumevanje:**

Znanje na področju managementa, trženja, komunikacije, prava, organizacije, administracije in upravljanja s podatki. Usposabljanje za uporabo novih konceptov in veščin komunikacij v odnosih z zunanjim in notranjim okoljem, mediji, graditev celostne podobe organizacije.

Intended learning outcomes:**Knowledge and understanding:**

Capacity of students for applying new concepts and communication skills in relations to internal and external environment, media, image development and organization identity.

Metode poučevanja in učenja:

Predavanja, metoda razgovora, multimedijška predstavitev posebnih primerih, učenje timskega dela pri reševanju praktičnih problemov, samostojno raziskovalno in reševanje problemov

Learning and teaching methods:

Lectures, discussion method, multimedia presentation of specific cases, learning teamwork in solving practical problems, students independent research and problem solving on the basis of the

na podlagi nalog, študenti delajo samostojno preko študija in pripravo seminarских nalog.	assignments, independent work of students through learning and development seminars.
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Načini ocenjevanja:	Delež/Weight	Assessment:
Pisni ali/in ustni izpit	60,00 %	written or/and oral exam
Izdelava seminarske naloge	40,00 %	Student paper

Reference nosilca/Lecturer's references:

- KOZJEK, Tatjana, RAJKOVIČ, Vladislav, FERJAN, Marko. Decision model for the media selection. *Uprava*, ISSN 1581-7555. [Tiskana izd.], mar. 2012, letn. 10, št. 1, str. 145-170, ilustr. [COBISS.SI-ID [3840430](#)]
- KOZJEK, Tatjana, RAJKOVIČ, Vladislav, FERJAN, Marko. Odločitveni model za izbiro medija pri izvajanju odnosov z javnostmi. *Organizacija : revija za management, informatiko in kadre*, ISSN 1318-5454. [Tiskana izd.], jan. 2007, letn. 40, št. 1, str. 65-74, graf. prikazi. [COBISS.SI-ID [2615726](#)]
- KOZJEK, Tatjana. Oblikovanje odločitvenega modela za izbiro medija pri izvajanju odnosov z javnostmi = Designing the decision model for the selection of media in public relations management. V: RAJKOVIČ, Vladislav (ur.). *Management sprememb : zbornik 25. mednarodne konference o razvoju organizacijskih znanosti, Slovenija, Portorož, 15.-17. marec 2006 = Change management : proceedings of the 25th International Conference on Organizational Science Development, Slovenia, Portorož, March, 15th-17th 2006*. Kranj: Moderna organizacija. 2006, str. 369-376, ilustr. [COBISS.SI-ID [2356910](#)]
- KOZJEK, Tatjana. Organizacijski vidik oglaševanja v Gorenjski banki d.d., Kranj. V: *Management, knowledge and EU : proceedings of the 23rd International Conference on Organizational Science Development = Management, znanje in EU : zbornik 23. mednarodne znanstvene konference o razvoju organizacijskih ved, Slovenija, Portorož, 24.-26. marec 2004*, Proceedings of the 23rd International Scientific Conference on organizational Science Development, Slovenia, Portorož, March, 24th-26th 2004. Kranj: Moderna organizacija. 2004, str. 747-754, ilustr. [COBISS.SI-ID [2199726](#)]

POSLOVNA INTELIGENCA ZA UPRAVO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Poslovna inteligenca za upravo
Course title:	Business Intelligence in Administration
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069399
Koda učne enote na članici/UL Member course code:	1001

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Dimitar Hristovski
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No Prerequisites.

Vsebina:	Content (Syllabus outline):
1. Uvod v poslovno inteligenco 2. Podatkovna skladišča 3. Analiza podatkov s pristopi OLAP 4. Uravnoteženi sistem kazalnikov 5. Podpora odločanja 6. Večparameterski modeli odločanja 7. Podatkovno rudarjenje in odkrivanje znanja iz podatkov 8. Eksplorativna analiza podatkov z metodami podatkovnega rudarjenja 9. Praktična uporaba poslovne inteligence v upravi	1. Introduction to business intelligence 2. Data warehouses 3. Data analysis with OLAP approaches 4. Balanced scoreboards 5. Decision support 6. Multiparameter decision models 7. Data mining and knowledge discovery from data 8. Exploratory data analysis with data mining methods 9. Application of business intelligence in administration

Temeljna literatura in viri/Readings:

- Turban, E., Aronson, J.E., Liang, T., Sharda, R.: "Decision Support and Business Intelligence", Pearson Prentice Hall, 2007
- Vitt E., Luckevic M., Misner S.: "Business Intelligence", Microsoft Press, 2002
- Benson, R. Bugnitz T., Walton, W.: "From Business Strategy to IT Action", John Wiley & Sons, 2004
- McNurlin B., Sprague R.: "Information Systems Management in Practice", Pearson Prentice Hall, 2004

Cilji in kompetence:	Objectives and competences:
Cilji – študent: • razume koncepte in pristope poslovne inteligence • oceni in preveri uporabnost konceptov in pristopov poslovne inteligence za reševanje konkretnih problemov v upravi • analizira in primerja uporabnost različnih pristopov poslovne inteligence v danem upravnem ali management kontekstu Kompetence: • sposobnost razvoja in uporabe baz podatkov ter podatkovne arhitekture v organizacijah • sposobnost obvladovanja različnih metod in tehnik razvoja in vzpostavljanja informacijskih sistemov • sposobnost prilagoditi orodja poslovne inteligence specifičnim upravnim in management kontekstom • sposobnost odkrivanja praktičnih problemov s področij upravne vede in managementa	Objectives – student: • understands concepts of and approaches to business intelligence • estimates, checks, and evaluates the usability (applicability) of business intelligence for solving practical problems in administration • analyzes and compares applicability of different approaches to business intelligence in a given administration or management context Competences: • ability to develop and use data bases and data architectures in organizations • ability to apply and manage different methods and techniques for establishing information systems • ability to adapt and apply business intelligent tools in a given public administration context • ability to discover and formulate practical business intelligence problems in the domains of administrative sciences and management

Predvideni študijski rezultati:	Intended learning outcomes:
Študent bo pridobil: • razumevanje konceptov in pristopov poslovne inteligence ter razumevanje njihove vloge v upravnih sistemih in organizacijah • sposobnost načrtovanja novih rešitev baziranih na pristopih in programski opremi za poslovno inteligenco • sposobnost analize in primerjave primerov uporabe upravljanja z znanjem	Student will be able to: • understand concepts of and approaches to business intelligence and understand their role in the management systems and organizations • design new solutions to practical problems based on approaches to and software tools for business intelligence • analyze and compare examples and show-cases of business intelligence applications

Metode poučevanja in učenja:	Learning and teaching methods:
• Predavanja • Seminarji • Analysis and comparison of show-cases • Individualne konsultacije • Seminarska naloga in predstavitev	• Lectures • Seminars • Analysis and comparison of show-cases • Individual work and tutorship • Seminar work and presentation

Načini ocenjevanja:

Delež/Weight Assessment:

Ustni izpit	30,00 %	Oral exam
Seminarska naloga: priprava in predstavitev	70,00 %	Seminar work: preparation and presentation

Reference nosilca/Lecturer's references:

- ZHANG, Rui, HRISTOVSKI, Dimitar, SCHUTTE, Dalton, KASTRIN, Andrej, FISZMAN, Marcelo, KILICOGU, Halil. Drug repurposing for COVID-19 via knowledge graph completion. Journal of biomedical informatics, ISSN 1532-0480. 2021, vol. 115, str. 1-15, ilustr. doi: 10.1016/j.jbi.2021.103696.
- KASTRIN, Andrej, HRISTOVSKI, Dimitar. Scientometric analysis and knowledge mapping of literature-based discovery (1986-2020). Scientometrics, ISSN 0138-9130, 2021, vol. 126, str. 1415-1451. doi: 10.1007/s11192-020-03811-z.
- KASTRIN, Andrej, HRISTOVSKI, Dimitar. Disentangling the evolution of MEDLINE bibliographic database : a complex network perspective. Journal of biomedical informatics, ISSN 1532-0464. 2019, vol. 89, str. 101-113, ilustr. doi: 10.1016/j.jbi.2018.11.014.
- HRISTOVSKI, Dimitar, KASTRIN, Andrej, DINEVSKI, Dejan, BURGUN, Anita, ŽIBERNA, Lovro, RINDFLESCH, Thomas C. Using literature-based discovery to explain adverse drug effects. Journal of medical systems, ISSN 1573-689X, Aug. 2016, vol. 40, iss. 8, 1-5 str. doi: 10.1007/s10916-016-0544-z.
- KASTRIN, Andrej, RINDFLESCH, Thomas C., HRISTOVSKI, Dimitar. Link prediction on a network of co-occurring MeSH terms : towards literature-based discovery. Methods of information in medicine, ISSN 0026-1270, AUG. 2016, vol. 55, iss. 4, str. 340-346, doi: 10.3414/ME15-01-0108.
- HRISTOVSKI, Dimitar, DINEVSKI, Dejan, KASTRIN, Andrej, RINDFLESCH, Thomas C. Biomedical question answering using semantic relations. BMC bioinformatics, ISSN 1471-2105, 2015, vol. 16, no. 6, 14 str., doi: 10.1186/s12859-014-0365-3.

PRIMERJALNA JAVNA UPRAVA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Primerjalna javna uprava
Course title:	Comparative Public Administration
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060745
Koda učne enote na članici/UL Member course code:	563

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
28	14			118	80	8

Nosilec predmeta/Lecturer:	Iztok Rakar
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Vrsta predmeta/Course type:	Obvezni/Core
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

1. Teorije, metode in tipi primerjav 2. Besede, pojmi in koncepti 3. Upravna tradicija in upravna kultura v Evropi in po svetu 4. Evropski modeli javne uprave 5. Evropski modeli lokalne samouprave 6. Uslužbeni sistemi 7. Razmerje med pravom, javno upravo in novim javnim menedžmentom 8. Razvoj in reforme javne uprave 9. Strukturni in procesni elementi novega javnega menedžmenta 10. Agencijski model javne uprave 11. Vpliv novega javnega menedžmenta na upravno kulturo	1. Theories, methods and types of comparison 2. Words, terms and concepts 3. Administrative tradition and culture in Europe and worldwide 4. European models of public administration 5. European models of local self-government 6. Civil service systems 7. Relationship between law, public administration and new public management 8. Development and reforms of public administration 9. Structural and processual elements of new public management 10. Agency model of public administration 11. Impact of New public management on administrative culture
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12. Razvoj po obdobju novega javnega menedžmenta	12. Post-New public management era development
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Temeljna literatura in viri/Readings:

- Raadschelders, J. C. N., Vigoda-Gadot, E., Kisner, M. (2015). Global dimensions of public administration and governance: a comparative voyage. New Jersey: Jossey-Bass, a Wiley Brand (izbrana poglavja, 100 str.)
- Kovač, P., Bileišis, M. (Eds.) (2017). Public Administration Reforms in Eastern European Union Member States. Post-Accession Convergence and Divergence (izbrana poglavja, 40 str.).
- Kuhlmann, S., Wollmann, H. (2019). [Introduction to comparative public administration: administrative systems and reforms in Europe](#) (2nd Ed.). Cheltenham; Northampton: E. Elgar.
- Palaric, E., Thijs, N., Hammerschmid, G. (2018). A comparative overview of public administration characteristics and performance in EU28. Brussels: European Commission.
- Peters, B. G. (2019). [The Politics of Bureaucracy: An Introduction to Comparative Public Administration](#), Routledge, London and New York.
- Rakar, I. (ed.) (2020). Public Administration Across Europe - Structure and Top Civil Servants. Ljubljana: Faculty of Public Administration.

Cilji in kompetence:

Cilji predmeta:

- poznati in razumeti razlike med sodobnimi upravnimi sistemi
- razumeti vzroke in gibalne spremembe javne uprave
- razumeti razmerje med pravom, javno upravo in javnim upravljanjem

Kompetence:

- zmožnost kritične in konstruktivne ocene aktualnih raziskav na področju primerjalne javne uprave
- obvladovanje različnih pristopov k primerjavi sodobnih upravnih sistemov
- zmožnost oblikovanja razvojnih rešitev na podlagi primerjanih zgledov

Objectives and competences:

Objectives:

- know and understand the differences between contemporary administrative systems
- understand the causes and drivers of changes in public administration
- understand the relationship between law, public administration and public governance

Competences:

- ability to critically and constructively evaluate current research in the field of comparative public administration
- ability to use different approaches to comparing contemporary administrative systems
- ability to design development solutions based on compared examples

Predvideni študijski rezultati:

Znanje in razumevanje:

Študenti bodo razumeli značilnosti sodobnih upravnih sistemov. Obvladovali bodo znanja za oblikovanje ustreznih rešitev na podlagi primerjalnih zgledov.

Intended learning outcomes:

Knowledge and understanding:

Students will understand the characteristics of contemporary administrative systems. They will manage the knowledge to design appropriate solutions based on comparative examples.

Metode poučevanja in učenja:	Learning and teaching methods:
1. Predavanja in seminarji	1. Lectures and seminars
2. Študije primera	2. Case-study
3. Gostujoča predavanja	3. Guest lectures
4. E-učenje	4. E-learning

Načini ocenjevanja:	Delež/Weight	Assessment:
Pisni in/ali ustni izpit	80,00 %	written and/or oral exam
Seminarska naloga	20,00 %	seminar paper

Reference nosilca/Lecturer's references:

- RAKAR, Iztok (ed.) (2020). Public Administration Across Europe - Structure and Top Civil Servants. Ljubljana: Faculty of Public Administration.
- RAKAR, Iztok, KOVAČ, Polonca (2019). Public administration reforms in Slovenia during the period 2016-2018. Luxembourg: European Union, Structural reform support service.
- RAKAR, Iztok (ur.) (2018). 20 let Evropske listine lokalne samouprave v Sloveniji. Maribor: Inštitut za lokalno samoupravo Maribor.
- VIRANT, Grega, RAKAR, Iztok (2018). Implementing a government-wide unified and transparent salary system in Slovenia. The NISPAcee journal of public administration and policy.

PROJEKTIRANJE INFORMACIJSKIH SISTEMOV

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Projektiranje informacijskih sistemov
Course title:	Information Systems Design
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069400
Koda učne enote na članici/UL Member course code:	585

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tina Jukić
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

- Uvod: povezave med modeli, procesi razvoja (metodologija) in arhitekturami sistemov.
- Strukturni pristop k logičnemu projektiranju IS
- Logično projektiranje strukture in dinamike sistema z uporabo modela objekti - relacije
- Konvencionalni modeli za analizo in logično projektiranje
- Pregled drugih konvencionalnih modelov (IDEFnx, SADT)
- Objektno orientiran pristop k logičnemu modeliranju IS
- Primeri uporabe
- Sistemski diagrami sekvenc
- Struktura sistema: diagrami razredov. Opis dinamike sistema: Diagrami spremembe stanja, Diagrami dejavnosti.

- Introduction: connections between models, development processes (methodology) and system architectures.
- Structural approach to logical IS design
- Logical design of the structure and dynamics of the system using the object - relation model
- Conventional models for analysis and logical design
- Overview of other conventional models (IDEFnx, SADT)
- Object-oriented approach to logical IS modeling
- Use cases
- System sequence diagrams

• Transformacija konceptualnih modelov (modelov objekti - relacije in modelov razredov) v relacijski model ter ustrezni standard SQL. • Orodja CASE za logično projektiranje podatkovnih baz. Priprava na oblikovanje informacijskih sistemov. Skupna analiza in uporaba metod in modelov	• System structure: class diagrams. Description of system dynamics: State change diagrams, Activity diagrams • Transformation of conceptual models (object - relation models and class models) into a relational model and the corresponding SQL standard. • CASE tools for logical database design. Preparation for the design of information systems. Joint analysis and application of methods and models
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Temeljna literatura in viri/Readings:

• Dennis, A., Haley Wixom, B., Roth, R. M. (2019). Systems Analysis and Design, 7th Edition. NJ: Wiley. • Coronel, C., Morris, S. (2018). Database Systems: Design, Implementation, & Management, 13th Edition. Boston: Cengage. • Stellman, A., Greene, J. (2013). Learning Agile: Understanding Scrum, XP, Lean, and Kanban. CA: O'Reilly Media. • Jacobson I., Booch G., Rumbaugh J., The Unified Software Development Process, Rational Software Corporation, Addison-Wesley, Reading, MA, 1999. • Rumbaugh J., Jacobson I., Booch G., The Unified Modeling Language: Reference Manual, Addison – Wesley, 1999
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Cilji in kompetence:

Cilji: • Študent je seznanjen s koncepti projektiranja informacijskih sistemov. • Študent razume razlike med strukturnim in objektno-orientiranim pristopom k analizi in logičnemu projektiranju informacijskih sistemov. • Študent prepozna različne metode in tehnike za modeliranje informacijskih sistemov. Kompetence: • Študent je usposobljen za samostojno uporabo različnih metod in tehnik za analizo in projektiranje informacijskih sistemov. • Usposobljenost za opredelitev informacijskih potreb uporabnikov. • Usposobljenost za uporabo orodij CASE za logično projektiranje podatkovnih baz.	Objectives and competences: Objectives: • Student is acquainted with the concepts of information systems design. • Student understands the differences between a structural and object-oriented approach to the analysis and logical design of information systems. • Student identifies different methods and techniques for modeling information systems. Competences: • Ability to independently use various methods and techniques for analysis and design of information systems. • Ability to identify user requirements. • Ability to use CASE tools for logical database design.
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Predvideni študijski rezultati:

Intended learning outcomes:

Študenti je sposoben analizirati in logično projektirati informacijske sisteme ob uporabi ustreznih konvencionalnih in objektno orientiranih modelov in metod.	Student is able to analyze and logically design information systems using appropriate conventional and object-oriented models and methods.
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Metode poučevanja in učenja:

Learning and teaching methods:

Pouk je sestavljen iz predavanj in izdelave domačih nalog. Domače naloge so skupinske ali individualne. Rezultati domačih nalog se predstavijo skupini z namenom analize doseženih rešitev.	Classes consist of lectures and drafting projects as homework. Homework assignments are group and individual. Homework results are presented in order to analyze the group generated solutions.
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Načini ocenjevanja:

Delež/Weight

Assessment:

Seminarska naloga	20,00 %	Student paper
Projektna naloga	20,00 %	Project assignments
Ustni izpit	60,00 %	Oral exam

Reference nosilca/Lecturer's references:

1. LEBEN, Anamarija, JUKIĆ, Tina. Metode in tehnike za podporo procesni usmerjenosti organizacij. V: DEČMAN, Mitja (ur.). Javna uprava kot gonilo družbe : e-zbornik člankov. 1. izd. Ljubljana: Fakulteta za upravo, 2017. Ilustr. ISBN 978-961-262-106-3. http://www.fu.uni-lj.si/fileadmin/user_files/Zalozba/DSU2017_E-zbornik_clankov.pdf. [COBISS.SI-ID 5100206]
2. JUKIĆ, Tina, PEVCIN, Primož, BENČINA, Jože, DEČMAN, Mitja, VRBEK, Sanja. Collaborative innovation in public administration : Elektronski vir : theoretical background and research trends of co-production and co-creation. Administrative sciences. 2019, vol. 9, iss. 4, str. 1-17, ilustr. ISSN 2076-3387. <https://www.mdpi.com/2076-3387/9/4>, DOI: 10.3390/admsci9040090. [COBISS.SI-ID 5373614]
3. BENČINA, Jože, JUKIĆ, Tina. How to assess whether qualified evaluations of e-government projects are conducted? : the case of Slovenia. Mednarodna revija za javno upravo. [Tiskana izd.]. dec. 2015, letn. 13, št. 3/4, str. 235-255, ilustr. ISSN 2335-3414. http://www.fu.uni-lj.si/fileadmin/user_files/MRJU/MRJU-IPAR-2015-3-4-December.pdf, DOI: 10.17573/ipar.2015.3-4.10. [COBISS.SI-ID 4707758]
4. JUKIĆ, Tina, TODOROVSKI, Ljupčo, NAMESLAKI, András. Searching for the identity of the e-government research field : what has been done and how to proceed?. V: Insourcing and/or outsourcing : how do they contribute to the public administration reform?. Tbilisi: NISPAcee. 2015, ilustr. [COBISS.SI-ID 4731822]
5. JUKIĆ, Tina, TODOROVSKI, Ljupčo, LEBEN, Anamarija, VINTAR, Mirko. Uporaba kataloga kazalnikov za vrednotenje politik, programov, projektov in storitev e-uprave. Uporabna informatika. [Tiskana izd.]. okt./nov./dec. 2015, letn. 23, št. 4, str. 199-211, ilustr. ISSN 1318-1882. [COBISS.SI-ID 4731054]

RAČUNALNIŠKO PRAVO IN UPRAVA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Računalniško pravo in uprava
Course title:	Computer Law and Administration
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069396
Koda učne enote na članici/UL Member course code:	581

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tina Sever
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

1. Uprava, pravo, ureditev. 2. Podatki in njihovo varstvo - vrste podatkov in baz, ki se ustvarjajo in izdelujejo za različne namene. 3. Podatki v javnem sektorju. 4. Elektronski dokumenti. 5. Pravice intelektualne lastnine – oblike, načela, obravnava, problemi, pravni režim. 6. Vsebina pravic, načini varstva, pravice in obveznosti subjektov. Upravne podatkovne baze kot intelektualna lastnina in njihovo varstvo. 7. Elektronsko poslovanje v upravi. Pravni okvirji in načela, ureditev. 8. Računalniški in kibernetski kriminal. Pojem, značilnosti in oblike. Merila razvrščanja.	1. Administration, law and regulation. 2. The data and its protection - data types and databases created and made for different purposes. 3. The data in the public sector. 4. Electronic documents. 5. Intellectual property rights - forms, principles, treatment, problems, legal regime. 6. The content of the rights, ways of their protection, rights and obligations of the subjects. Administrative databases as intellectual property and their protection. 7. E-business administration. The legal framework and principles, regulation. 8. Computer and Cyber Crime. Concept, characteristics and forms. Classification
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Storilci: lastnosti in profil. Način storitve kaznivega dejanja. Ureditev. 9. Računalniška in kibernetika forenzika. Celovitost uporabe. Pravice in obveznosti subjektov. Elektronski dokumenti, administrativni postopki. Področja uporabe. Status. Avtentičnost in celovitost. Uporaba v postopkih. 10. Elektronske pogodbe: izpolnitev formalnosti pri sklenitvi in uresničitvi, dokazna moč, veljavnost, avtentičnost, zanesljivost. 11. Digitalni dokazi in njihova dopustnost. Zbiranje, hranitev in prikazovanje digitalnih dokazov. Priprava in predstavljanje digitalnih dokazov v sodnih postopkih. 12. Preiskovalne in sodne procedure ter postopki.	criteria. Perpetrators: characteristics and profile. The manner of committing the offense. Regulation. 9. Computer Forensics and Cyber. The integrity of use. The rights and obligations of the parties. Electronic documents, administrative procedures. Fields of application. Status. Authenticity and integrity. Application during procedures. . 10. Electronic Contracts – fulfilling formalities to conclude and realize the contract, evidentiary strength, validity, , authenticity, reliability 11. Digital evidence and their admissibility. Collection, storage and displaying digital evidence. Preparation and displaying digital evidence in judicial procedures. 12. Investigative and judicial procedures and processes.
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Temeljna literatura in viri/Readings:

• APLIN T. (ed.), Research handbook on intellectual property and digital technologies, Cheltenham: Edward Elgar Publishing, 2020, str. 74. • MARIQUE E., MARIQUE Y., Sanctions on digital platforms: Balancing proportionality in a modern public square, Computer Law and Security Review: The International Journal of Technology Law and Practice, https://doi.org/10.1016/j.clsr.2019.105372, 2019, str. 15. • MARKOPOULOU D., PAKONSTANTINO V., DE HERT P., The new EU cybersecurity framework: The NIS Directive, ENISA's role and the General Data Protection Regulation, Computer Law and Security Review, Volume 35, Issue 6, November 2019, str. 11. • MARSDEN C. T., Internet Co-Regulation: European Law, Regulatory Governance and Legitimacy in Cyberspace, Cambridge University Press, 2011, str. 50. • MURRAY A., Information Technology Law: The law and Society, Oxford University Press, 2019, str. 50. • REED C., Computer Law, Oxford University Press, 2012, str. 50. • ŠEPEC M., Kibernetika kriminal: kazniva dejanja in kazensko pravna analiza, Univerza v Mariboru: Pravna fakulteta, Univerzitetna založba Univerze, 2018, str. 50.
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Cilji in kompetence:

Cilji • Seznanitev študentov z novo vejo prava in njeno uporabo v upravi, saj računalniško pravo omogoča transformacijo tradicionalnega načina pristopa k uporabi novih tehnologij. • Obenem se študenti usposablajo za reševanje multidisciplinarnih pravnih, upravnih, tehnoloških, managerskih, organizacijskih problemov. Kompetence	Objectives and competences: Objectives • Introducing students to the new branch of law and its application in the administration as Computer Law allows the transformation of traditional ways of using ICT. • At the same time, they are trained to solve multidisciplinary problems of legal, administrative, technical, managerial, organizational nature. Competences
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• obvlada temeljne zakonitosti in tehnike upravnopravnega delovanja uprave, potrebne za pravilno in zakonito izvrševanje njenih funkcij. • študent je sposoben uporabiti pridobljeno znanje in razumevanje na profesionalen način v svojem delu ali poklicu in je zmožen reševati probleme s področja upravnopravnega dela in rešitve argumentirati.	• Student masters basic rules and techniques of administrative management activity of administration, necessary for the proper and lawful exercise of its functions. • Student is capable to apply knowledge and understanding: He can apply this knowledge and understanding in a professional manner in their work or profession and is able to solve problems in the field of administrative work and argue about solutions.
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Predvideni študijski rezultati:

Znanje in razumevanje: • Znanje na področju prava in informatike, uprave, upravnih procesov ter postopkov. • Usposabljanje za uporabo novih pravnih inštitutov, znanj in veščin, vključno s koordinacijo, nadzorom in upravljanjem z dejavnostmi, povezanimi z elektronskimi upravnimi postopki in procedurami. • Seznanjenost je z novostmi na področju študija.
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Intended learning outcomes:

Knowledge and understanding: • Knowledge in the field of law and informatics, administration, administrative processes and procedures. • Training for the implementation of new legal concepts, knowledge and skills including coordination, control and management activities related to electronic administrative processes and procedures. • Informed of the latest developments in the field of study.

Metode poučevanja in učenja:

1. Študenti poleg obravnavanja literature raziskujejo pojavne oblike, značilnosti, probleme računalniškega prava ter njegove uporabe v upravi. 2. V sklopu timskega dela se ukvarjajo s študijo primera in opravijo primerjalno analizo stanja različnih upravnih praks. 3. Z izdelavo projekta teoretsko in uporabno rešujejo konkretne probleme. 4. Debate pomagajo pri usposabljanju za ustno poslovno komuniciranje, jasnost in natančnost v izražanju ter analitičnost pri zbiranju podatkov, dejstev in utemeljitev. Debate o določeni temi s pripravo pisnih argumentov. 5. Delo v spletnih delavnicah, prek forumov in blogov. 6. Uporaba Moodle za aktiviranje študentov v elektronskem okolju.

Learning and teaching methods:

1. Students, in addition to the study of literature, research forms, characteristics, issues of computer law and its application in the administration. 2. In teams, they deal with the study (court) cases and conduct a comparative analysis of different administrative practices. 3. By project designing they theoretically and applicatively solve specific problems. 4. Debates are for training in oral communication, clarity and precision and analytical expression in collecting data, facts and arguments. Debates on a particular topic with prepared written arguments. 5. Working in online workshops, forums and blogs. 6. Using Moodle to activate students in an electronic environment.
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Načini ocenjevanja:

Delež/Weight

Assessment:

Študija primerov (case study)	35,00 %	Case study
Aktivno sodelovanje (predavanje)	20,00 %	Active participation in lectures

Online dejavnosti	10,00 %	Online activities
Ustni izpit	35,00 %	Oral exam

Reference nosilca/Lecturer's references:

- Sever, T., Rakar, I., Kovač, P. (2014). Protecting human rights through fundamental principles of administrative procedures in Eastern Europe. *Danube*, 5(4) 249275.
- Sever, T. (2015). Odgovornost države in javnih uslužbencev za škodo. *Javna uprava*, 51(1/2) 119138, 178-179.
- Kovač, P., Sever, T. (2015). Collaborative public administration and administrative procedures: the Administrative Consultation Wiki. *Teorija in praksa*, 52(5) 971992, 1006-1007.
- Kovač, P., Sever, T. (2016). Upravna svetovalnica kot primer vključitve študentov, uradnikov in državljanov pri soustvarjanju (u)pravnih vsebin = Administrative Consultation Wiki as a case of inclusion of students, officials and citizens at cocreating legal administrative contents. V K. Aškerc Veniger (ured.) et al., *Izboljševanje kakovosti poučevanja in učenja v visokošolskem izobraževanju : od teorije k praksi, od prakse k teoriji = Improving the quality of teaching and learning in higher education : from theory to practice, from practice to theory* (str. 8088). Ljubljana: Center RS za mobilnost in evropske programe izobraževanja in usposabljanja.
- Kovač, P., Sever, T. (2014). *Participatory administrative procedure: USA vs. selected EU states*. V E. Bohne (ured.), *Public administration and the modern state: assessing trends and impact* (str. 144160). 1st published. Basingstoke; New York: Palgrave Macmillan.

RAZISKOVALNI SEMINAR

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Raziskovalni seminar
Course title:	Research Seminar
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	Celoletni	obvezen

Univerzitetna koda predmeta/University course code:	0060801
Koda učne enote na članici/UL Member course code:	569

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
				10	230	8

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
- Struktura in vsebina raziskovalnega članka - Jezik in stil pisanja - Izbira teme raziskovalnega dela in analiza primernosti teme - Študij literature, analiza vsebine - Utemeljitev teme - Opredelitev raziskovalnih vprašanj - Pomen, opredelitev in obravnavanje hipotez - Načrtovanje in izvedba raziskave - Poročanje o rezultatih raziskave - Objavljanje znanstveno raziskovalnih člankov	- Research paper content and structure - Writing language - Choice and analysis of research topic - Literature study, content analysis - Justification of the research topic - Research questions - Hypothesis definition and testing - Research planning and executing - Research reporting - Publication of research papers

Temeljna literatura in viri/Readings:
- Lester J.D., Lester J.D. Jr, 2011. Writing Research Papers: A Complete Guide, Books a la Carte Edition, 14th ed. Longman. - Behrens, L., Rosen, L.J., 2011. A Sequence for Academic Writing, 5th ed. Longman. - Association, M.L., 2009. MLA Handbook for Writers of Research Papers, 7th Edition, 7th ed. Modern Language Association of America.

- Pasek, J., 2012. Writing the Empirical Social Science Research Paper, <<http://www.apa.org/education/undergrad/empirical-social-science.pdf>>, accessed 15.01.2013.
- USC, 2012. Organizing Your Social Sciences Research Paper, USC Libraries, <<http://libguides.usc.edu/writingguide>>, accessed 15.01.2013.
- Creedy, J., 2002. Starting Research and Writing a Research Paper. <http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcm_041862.pdf>, accessed 15.01.2013.

Cilji in kompetence:

Študent:

- prepozna in opredeli problem, postavi raziskovalna vprašanja in ali trditve in opredeli raziskovalne hipoteze,
- pripravi načrt raziskave in načrt raziskovalnega projekta,
- izvede raziskavo in opredeli rezultate,
- poročilo o rezultatih raziskave oblikuje v znanstveni članek v IMRAD formatu,
- pri pisanju uporabi ustrezno formalno obliko jezika u uporabi znanstveni stil pisanja.

Kompetence:

Študent je sposoben:

- izbrati in oceniti primernost teme in problemskega okvira
- načrtovati raziskave in raziskovalni projekt z vsemi potrebnimi elementi,
- izbrati primerno literaturo in oblikovati pregled predhodnih raziskav,
- komentirati, vsebinsko interpretirati in diskutirati o rezultatih raziskav
- poročati o rezultatih v obliki znanstvenega prispevka.

Objectives and competences:

Student:

- recognizes and defines problem, asks research questions and/or thesis and defines research hypotheses,
- prepares research design and research project plan,
- executes the research, and defines the results,
- prepares scientific paper in IMRAD format,
- in paper writing uses formal language and appropriate writing style.

Competences:

Student is able to:

- choose and to evaluate research topic and problem framework,
- plan the research and research project with all necessary elements,
- choose appropriate literature and prepare the review of previous research results,
- interpret the research results and discuss them,
- report results in the form of a research paper.

Predvideni študijski rezultati:

Študentje:

- so zmožni pripraviti načrt manjše empirične raziskave izpeljati raziskovalni projekt in interpretirati dobljene rezultate,
- pripraviti raziskovalne rezultate v obliki, ki omogoča razumevanje in preverjanje rezultatov raziskave, in so sprejemljivi za objave v relevantnih publikacijah,
- pripraviti znanstveno raziskovalni članek za objavo v izbrani publikaciji,
- recenzirati članke drugih avtorjev.

Intended learning outcomes:

Students will:

- be able to design a small empirical research, to execute the research project and interpret gained results,
- to prepare research results in form suitable for understanding and verification of the research results that are acceptable for the publicity in the relevant publications,
- to write scientific paper for publication in chosen scientific journal
- to review scientific work of other authors.

Metode poučevanja in učenja:

- raziskovalno delo
- konzultacije
- e-učenje

Learning and teaching methods:

- research work
- consultation
- e-learning

Načini ocenjevanja:

Način ocenjevanja je določen glede na vrsto dela (obveznosti) študenta: vsebinsko poročilo ob raziskovalnem delu ali objavljeni

Delež/Weight

100,00 %

Assessment:

Method of assessment is determined by the type of work (liabilities) student: report on research work or Paper published in a scientific or professional publication.

prispevek v znanstveni ali strokovni publikaciji.		
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Reference nosilca/Lecturer's references:

Učitelji z ustrezno habilitacijo in referencami.
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REGIONALNA POLITIKA IN STRUKTURNI SKLADI EU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Regionalna politika in strukturni skladi EU
Course title:	Regional Policy And EU Structural Funds
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069370
Koda učne enote na članici/UL Member course code:	589

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Aleksander Aristovnik
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:

Content (Syllabus outline):

1. Regionalizem, regionalni razvoj in regionalna politika Slovenije 2. Teoretične osnove regionalnega gospodarskega razvoja 3. Upravna, politična, teritorialna in fiskalna decentralizacija 4. Področje lokalne samouprave in regionalnega razvoja v Sloveniji 5. Regionalna, strukturna in kohezijska politika EU 6. Regionalni problemi v EU in kohezijska politika EU 7. Strukturni skladi, Kohezijski sklad in ostali finančni instrumenti EU 8. Ocena delovanja kohezijske politike EU 9. Reforma kohezijske politike EU	1. Regionalism, regional development and regional policy, Slovenia 2. Theoretical foundations of regional economic development 3. Administrative, political, territorial and fiscal decentralization 4. Local Self-Government and Regional Development in Slovenia 5. Regional, structural and cohesion policy in the EU 6. Regional problems in the EU and EU Cohesion Policy 7. Structural and Cohesion Funds and other EU financial instruments 8. Evaluation of EU Cohesion Policy 9. Reform of EU Cohesion Policy
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10. Evropska kohezijska politika in Slovenija	10. European cohesion policy and Slovenia
11. Absorpcijska sposobnost Slovenije za črpanje sredstev EU	11. Absorption capacity of Slovenia for EU funds
12. Študije primerov kohezijske politike EU in črpanja sredstev EU	12. Case studies of the EU cohesion policy and of EU funds' drawings

Temeljna literatura in viri/Readings:

- BALDWIN, R., WYPLOSZ, C. (2020). The Economics of European Integration. VI. izdaja McGraw-Hill, New York, 75 str. (izbrana poglavja)
- LEVITAS, A. (2016). *Fiscal decentralization indicators for South-East Europe: report: 2006-2014*. NALAS. 80 str. (izbrana poglavja)
- EUROPEAN COMMISSION (2018). 7th Report on Economic and Social Cohesion. Dostopno 18.03.2021 na https://ec.europa.eu/regional_policy/en/information/cohesion-report/ 180 str. (izbrana poglavja) Zakon o spodbujanju skladnega regionalnega razvoja (Uradni list RS, št. 20/11, 57/12 in 46/16), 25 str.
- Osnutek Zakona o pokrajinah /ZPok/ (20. junij 2019), 39 str.
- Izbrani aktualni tuji članki in druga gradiva.

Cilji in kompetence:

Cilji:

- študent spozna evropsko regionalno/kohezijsko politiko in regionalno problematiko v Sloveniji
- študent analizira povezanost regionalne politike nacionalnih držav s strukturnimi in Kohezijskim skladom EU
- študent razloči regionalno, kohezijsko in strukturno politiko
- študent identificira regionalne probleme v EU in v Sloveniji
- študent razume vlogo regionalne politike EU in nacionalne regionalne politike

Kompetence:

- študent bo sposoben prepoznati razloge za izvajanje regionalne politike na EU in nacionalni ravni
- študent razume silnice, ki vplivajo na gospodarstvo regij in različno uspešnost regij na enotnem nacionalnem in evropskem trgu, z možnostmi ekonomske politike za območja, ki nimajo lastne valute in carinske meje
- študent se usposobi za sodelovanje pri pripravljanju regionalnih razvojnih programov.
- študent razume organizacijo in funkcioniranje različnih skladov EU ter z njimi povezanimi finančnimi možnostmi za sofinanciranje projektov in programov držav članic EU

Objectives and competences:

The aims:

- students learn about Europe's regional/Cohesion policy and regional issues in Slovenia
- student analyzes the relationship of national regional policy to the EU Structural and Cohesion Fund(s)
- student distinguishes between Regional, Cohesion and Structural policy
- student identifies regional problems in the EU and Slovenia
- student understands the role of EU regional policy and national regional policy

Competences:

- student will be able to identify reasons for the implementation of regional/cohesion policy at EU and national level
- student understands the forces that affect the economic performance of regions and different regions at national and European market levels with the possibilities of economic policy for areas with common currency and common customs borders
- student will be able to participate in the preparation of regional development programs
- student understands the organization and functioning of various EU funds and related financial sources and programs of the EU Member States

• študent razume primere iz področja črpanja EU sredstev	• student understands the situations in the field of drawing EU funds
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Predvideni študijski rezultati:

Študent pridobi poglobljeno znanje o vlogi in položaju regionalnih ravni v evropskih povezavah, evropskih institucijah, s poudarkom na institucijah EU, spremembah v delovanju razširjene EU, regionalni politiki, strukturnih in kohezijskem skladu EU, aktualnimi vprašanji slovenske regionalizacije, politične in fiskalne decentralizacije, čezmejnega povezovanja in sodelovanja lokalnih skupnosti idr. Študent je sposoben samostojnega in kompleksnega študija, zna povezovati svoje znanje in razumevanje in pridobljeno znanje posredovati drugim. Sposoben je znanstveno obdelati določeno znanstveno vprašanje oz. problem in je usposobljen za nadaljevanje samostojnega študija in strokovnega izpopolnjevanja.

Intended learning outcomes:

Student acquires an advanced knowledge about the role and the situation of the regional levels in European integration process, European institutions, with emphasis on the EU institutions, changes in the functioning of the enlarged EU, regional policy, EU structural funds and Cohesion Fund, current issues of the Slovenian regionalization, political and fiscal decentralization, cross-border integration and participation of local communities etc. The student is capable of complex study, linking his/her knowledge and understanding, and is also able to transfer knowledge to others. He/she is able to scientifically handle of particular scientific issue/problem and is qualified to continue further independent study and professional development.

Metode poučevanja in učenja:

- predavanje
- seminar
- seminarska naloga
- študija primera
- individualne konzultacije

Learning and teaching methods:

- lecture
- seminars
- seminar paper
- case study
- individual tutorial

Načini ocenjevanja:

Delež/Weight

Assessment:

pisni in/ali ustni izpit	50,00 %	written and/or oral exam
Seminarska naloga	50,00 %	Seminar work

Reference nosilca/Lecturer's references:

- RAVŠELJ, Dejan, ARISTOVNIK, Aleksander. R&D subsidies as drivers of corporate performance in Slovenia : the regional perspective. *Danube : law and economics review*, ISSN 1804-6746. [Printed ed.], 2017, vol. 8, iss. 2, str. 79-95, ilustr., doi: [10.1515/danb-2017-0006](https://doi.org/10.1515/danb-2017-0006).
- RAVŠELJ, Dejan, ARISTOVNIK, Aleksander. The impact of the crisis on healthcare risk management in Slovenia : the case of regional hospitals. V: *Lex localis - Journal of Local Self Government Annual Conference 2016 - Porto/Portugal (June 16 - June 17, 2016) : special issue*, (Lex localis, ISSN 1581-5374, Vol. 14, no. 3, July 2016). Maribor: Institute for Local Self-Government and Public Procurement. 2016, vol. 14, no. 3, str. 493-509.
- ARISTOVNIK, Aleksander. Regional performance measurement of healthcare systems in the EU : a non-parametric approach. V: *Lex localis - Journal of Local Self Government Annual Conference 2015 - Bled/Slovenia (June 11 - June 12, 2015) : special issue*, (Lex localis, ISSN 1581-5374, Vol. 13, no. 3, July 2015). Maribor: Institute for Local Self-Government and Public Procurement. 2015, vol. 13, no. 3, str. 579-593
- ARISTOVNIK, Aleksander, MEZE, Matevž. The impact of supranational fiscal rules on public finance : the case of EMU member states. *Global business & economics review. a publication of the Business & Economics Society International*, ISSN 10974954, 2017, vol. 19, no. 1, str. 38-53

- MENCINGER, Jernej, ARISTOVNIK, Aleksander, VERBIČ, Miroslav. Asymmetric effects of fiscal policy in EU and OECD countries. *Economic Modelling*, ISSN 0264-9993. [Print ed.], Feb. 2017, vol. 61, str. 448-461

SISTEMI STANDARDIZACIJE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Sistemi standardizacije
Course title:	Standardization Systems
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0601807
Koda učne enote na članici/UL Member course code:	598

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tatjana Stanimirović
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina: Content (Syllabus outline):

- Pojem, razvoj in pomen standardizacije - Cilji in načela standardizacije - Mednarodna standardizacija - Evropski sistemi standardizacije - Standardizacija in optimizacija - Klasifikacija standardov - Standardi kakovosti - Interni standardi - Koncepti in vloga akreditacij in certifikacij - Standardizacija v storitveni dejavnosti in javni upravi - Mehanizmi širjenja standardov - Razvojni trendi v standardizaciji	- Concept, development and importance of standardization - The objectives and principles of standardization - International standardization - The European standardization system - Standardization and optimization - Classification of standards - The quality standards - Internal standards - The concepts and the role of accreditation and certification - Standardization in the service industry and public administration - The mechanisms of spreading standards - The development trends in standardization
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Temeljna literatura in viri/Readings:

- Hawkins, R. (2017). *Handbook of Innovation and Standards* (K. Blind & R. Page, Eds.). Edward Elgar Pub. p.: 456.
- Jakobs, K. (2019). *Corporate Standardization Management and Innovation* (1 edition). IGI Global, p.: 362.
- Graz, J.-C. (2019). *The Power of Standards: Hybrid Authority and the Globalisation of Services* (1st ed.). Cambridge University Press. p.: 245
- Klochkov, Y., Papic, L., & Butkevich, R. (2017). Development of the Standardization System in an Organization. *International Journal of Reliability, Quality and Safety Engineering*, 24(06).
- Kasiri, L. A., Guan Cheng, K. T., Sambasivan, M., & Sidin, S. Md. (2017). Integration of standardization and customization: Impact on service quality, customer satisfaction, and loyalty. *Journal of Retailing and Consumer Services*, 35, 91–97.
- Karachalios, K., & McCabe, K. (2017). Dual Use of Standardization Strategies: Promoting Regional Integration and/or Global Markets. In *Megaregionalism 2.0: Vol. Volume 67* (pp. 283–309). WORLD SCIENTIFIC.
- ISO repository of standards and innovation. (n.d.). ISO. Retrieved March 19, 2020, from https://www.iso.org/sites/materials/standards-and-innovation/education_innovation-list.html

Cilji in kompetence:**Cilji:**

- pridobiti specifična znanja o standardizaciji, sistemih, modelih in vrstah standardizacije
- razumeti pomen standardizacije v poslovanju javne in poslovne uprave

Kompetence:

- poznavanje in obvladovanje konceptov in vlog standardov in standardizacije ter klasifikacij standardov
- razlikovanje med mrežami nacionalnih, regionalnih in mednarodnih razvojnih organizacij na področju standardov

Objectives and competences:**Objectives:**

- acquire specific knowledge about the standardization, systems, models and types of standardization
- Understand the role of standardization in public and private sector operations

Competences:

- Understand and master the concepts and role of standards, standardization and the classification of standards
- differ among networks of national, regional, and international standards development organizations for standards

Predvideni študijski rezultati:**Znanje in razumevanje:**

Študent se usposablja za obvladovanje znanj na področju standardizacije in le-te poveže s predhodno pridobljenimi znanji.

Intended learning outcomes:**Knowledge and understanding:**

Student should be able to acquire knowledge in the field of standardization and link it with the previously acquired knowledge.

Metode poučevanja in učenja:

Predavanja z interaktivno udeležbo študentov pri pouku, predstavitev praktičnih primerov, študije primerov, ustvarjalnih delavnice, vaje reševanje specifičnih problemov pri uporabi standardov v procesu posvetovanja seminarjev. Seminarske naloge bodo predstavljene celotni skupini in razpravljali o rezultatih.

Learning and teaching methods:

Lectures with student participation in interactive teaching, presentation of practical examples, case studies, creative workshops, exercises solving specific problems in the application of standards, consultation in the process of seminars. Seminar papers will be presented to the whole group and discuss the results.

Načini ocenjevanja:	Delež/Weight	Assessment:
Izdelava seminarske naloge	20,00 %	Prepering of Student paper
Aktivno sodelovanje	10,00 %	Active participation during lectures
Seminarska naloga	10,00 %	Student paper
Ustni izpit	60,00 %	Oral exam

Reference nosilca/Lecturer's references:

- JOVANOVIĆ, Tatjana, DRAŽIĆ LUTILSKY, Ivana, VAŠIČEK, Davor. Implementation of cost accounting as the economic pillar of management accounting systems in public hospitals - the case of Slovenia and Croatia: Economic Research. 2019, vol. 32, no. 1.
- POLJAŠEVIĆ, Jelena, VAŠIČEK, Vesna, JOVANOVIĆ, Tatjana. Comparative review of dual reporting in public sector in three south-east European countries. Journal of public budgeting, accounting & financial management. [Spletna izd.]. 2019, vol. 31, iss. 3.
- JOVANOVIĆ, Tatjana. Public sector accounting, auditing and control in Slovenia. V: VAŠIČEK, Vesna (ur.), ROJE, Gorana (ur.). Public sector accounting, auditing and control in South Eastern Europe, (Public Sector Financial Management). Cham: Springer International Publishing: Palgrave Macmillan. 2019, str. 123-153.
- JOVANOVIĆ, Tatjana, DRAGIJA KOSTIĆ, Martina. Application of the accounting information at higher education institutions in Slovenia and Croatia: preparation of public policy framework. International journal of public sector performance management, ISSN 1741-105X, 2018, vol. 4, no. 4, str. 452-466.

STRATEŠKO NAČRTOVANJE INFORMATIKE V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Strateško načrtovanje informatike v upravi
Course title:	STRATEGIC PLANNING OF INFORMATICS IN PUBLIC ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069397
Koda učne enote na članici/UL Member course code:	582

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tina Jukić
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
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Ni.	No prerequisites.
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Vsebina:	Content (Syllabus outline):
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1. Evolucija vloge informacijske tehnologije ter informacijskih sistemov v organizacijah 2. Poslovne strategije in njihov vpliv na razvoj informacijske infrastrukture 3. Oblikovanje strategije razvoja informatike v upravnih organizacijah 4. Analiza strateških dejavnikov 5. Upravljanje z obstoječimi informacijskimi rešitvami ter njihov nadaljnji razvoj 6. Naložbeni vidiki razvoja informacijske infrastrukture 7. Strategije upravljanja z znanjem v organizaciji 8. Kadrovske vidiki	1. The evolution of the role of information technology and information systems in organizations 2. Business strategies and their impact on the development of IT infrastructure 3. Formulation of the strategy for development of the informatics in administrative organizations 4. The analysis of strategic factors 5. Management of existing IT solutions and their further development 6. Investment aspects of the information infrastructure development
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	7. Strategy of knowledge management in the organization
	8. Human resources aspects

Temeljna literatura in viri/Readings:

1. Pearlson, K. E., Saunders, C., S., Galletta, D. F. (2016). Managing and Using Information Systems: A Strategic Approach, 6th Ed. Hoboken, New Jersey: John Wiley & Sons, Inc.
2. Turban, E., Volonino, C., Wood, G. (2015). Information Technology for Management: Digital Strategies for Insight, Action, and Sustainable Performance, 10th Edition. New Jersey: John Wiley & Sons, Inc.
3. High, P. A. (2014). Implementing World Class IT Strategy: How IT Can Drive Organizational Innovation. San Francisco: John Wiley & Sons, Inc.
4. Sandoval-Almazan, R., Luna-Reyes, L. F. et al. (2017). Building Digital Government Strategies: Principles and Practices. Cham: Springer.

Cilji in kompetence:

Cilji:

- Študent je seznanjen s pomenom strateškega načrtovanja informatike za uspešen razvoj sodobnih organizacij v javni upravi.
- Študent je seznanjen s povezanostjo poslovnih ciljev organizacije z načrtovanjem informacijske infrastrukture ter pristopi k strateškemu načrtovanju informatike v javni upravi.
- Študent prepozna različne metodološke pristope in kritične dejavnike uspeha na področju strateškega načrtovanja informatike v upravi, in je sposoben celovitega vrednotenja vplivov in učinkov informacijskih sistemov na različne vidike organizacijskega poslovanja.
- Študent je seznanjen s specifikami strateškega načrtovanja informatike v javni upravi ter usposobljen za samostojno uporabo znanja pri reševanju najzahtevnejših problemov v javni upravi ter razvijanje novega znanja na obravnavanem področju. Sposobni so povezovati pridobljeno znanje z drugimi tematskimi področji, ga posredovati naprej in uporabljati pri samostojnem raziskovanju in delu.

Kompetence:

- Usposobljenost za analizo teoretičnih konceptov in značilnosti strateškega načrtovanja informatike v upravi ter učinkov ICT na posamezne organizacijske vidike.
- Študent je usposobljen za samostojno uporabo znanja pri načrtovanju informacijskih rešitev v javni upravi ter razvijanje novega znanja na

Objectives and competences:

Objectives:

- Student is aware of the importance of strategic information systems planning for the successful development of modern organizations in the public administration.
- Student is acquainted with the relations between organization's business goals and the planning of information infrastructure, as well as approaches to strategic planning of information systems in public administration.
- Student identifies a variety of methodological approaches and critical success factors in strategic planning of IT in administration, and is capable of comprehensive evaluation of the effects and impacts of information systems on various aspects of organizational functioning.
- Student is familiar with the specifics of the strategic planning of ICT in public administration and trained for the independent application of knowledge in solving the most complex problems in public administration and development of the new knowledge in the field. He is able to combine this knowledge with other thematic areas, pass it on and use it within the individual research and work.

Competences:

- Ability to analyse the theoretical concepts and characteristics of the strategic planning of informatics in the public administration and the effects of ICT on individual organizational aspects.
- Student is trained for the independent application of knowledge in the planning of

obravnavanem področju. Sposobni so znanje s področja načrtovanja informatike v upravi z drugimi tematskimi področji, ga posredovati naprej in uporabljati pri samostojnem raziskovanju. • Študent je usposobljen za strokovno analizo in identifikacijo problemov, kritično evalvacijo, sintezo in oblikovanje predlogov za boljše rešitve na področju strateškega načrtovanja informatike v javni upravi. • Usposobljenost za vrednotenje različnih dejavnikov uspeha na področju strateškega načrtovanja informatike v javni upravi in oceno vplivov informacijskih sistemov na izvajanje upravnih postopkov in drugih poslovnih procesov v javni upravi.	ICT solutions in public administration and development of the new knowledge in the field. He is able to combine knowledge from the field of ICT planning in public administration with other thematic areas, pass it on and use it within the individual research. • Student is qualified for expert analysis and problem identification, critical evaluation, synthesis and making recommendations for better solutions in the field of strategic planning of ICT in public administration. • Ability to evaluate various success factors in strategic planning of ICT in public administration and assessment of information systems impact on the implementation of administrative procedures and other business processes in public administration.
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Predvideni študijski rezultati:

• Študent je sposoben samostojne kritične analize informacijskih virov, tokov in sistemov, njihovih pomanjkljivosti in razvojnih možnosti. Študent je sposoben samostojno voditi ali sodelovati v projektih vsebinske zasnove oziroma specifikacije IS v javni upravi. • Študent zna povezovati svoje znanje in razumevanje in pridobljeno znanje posredovati drugim. Sposoben je znanstveno obdelati določeno vprašanje oz. problem in je usposobljen za nadaljevanje samostojnega študija in strokovnega izpopolnjevanja. • Študent zna uporabljati pridobljeno znanje v svojem delovnem okolju oz. praksi. Študent je usposobljen za uporabo novih konceptov, metod, orodij in veščin na področju delovanja uprave na vseh ravneh. • Pridobljeno znanje omogoča poglobljeno razumevanje teorije in uporabnost znanja v praksi skozi kritično vrednotenje obstoječega stanja, potrebnih sprememb in zastavljenih ciljev.	Intended learning outcomes: • Student is capable of independent critical analysis of information sources, flows and systems, their weaknesses and development opportunities. The student is able to lead or participate in projects of content design and specification of IS in public administration. • Student is able to integrate his knowledge and understanding, and pass the acquired knowledge to others. He is able to perform the scientific processing of the specific question or problem and is qualified to pursue independent study and professional training. • Student is capable of using the acquired knowledge in his working environment or practice. The student is qualified for application of new concepts, methods, tools and skills in the field of administration at all levels. • Acquired knowledge enables in-depth understanding of the theory and application of knowledge in practice through critical evaluation of the current situation, necessary renovations and set objectives.
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Metode poučevanja in učenja:

1. predavanja 2. analiza primerov iz prakse 3. gostovanja strokovnjakov iz prakse 4. znanstveno-raziskovalna seminarska naloga 5. skupinska predstavitev 6. spremljanje dogodkov preko elektronske klepetalnice	Learning and teaching methods: 1. lectures 2. case studies 3. hosting of practitioners 4. scientific research, seminar paper 5. (group) presentation 6. following the events via chat room
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Načini ocenjevanja:	Delež/Weight	Assessment:
Ustni ali pisni izpit.	55,00 %	Oral or written exam.
Seminarska naloga, študija primera, raziskovalni projekt – javna predstavitev.	45,00 %	Seminar paper, case study, research project – public presentation.

Reference nosilca/Lecturer's references:

- JUKIĆ, Tina, PEVCIN, Primož, BENČINA, Jože, DEČMAN, Mitja, VRBEK, Sanja. Collaborative innovation in public administration : Elektronski vir : theoretical background and research trends of co-production and co-creation. Administrative sciences. 2019, vol. 9, iss. 4, str. 1-17, ilustr. ISSN 2076-3387. <https://www.mdpi.com/2076-3387/9/4>, DOI: 10.3390/admsci9040090. [COBISS.SI-ID 5373614]
- BENČINA, Jože, JUKIĆ, Tina. How to assess whether qualified evaluations of e-government projects are conducted? : the case of Slovenia. Mednarodna revija za javno upravo. [Tiskana izd.]. dec. 2015, letn. 13, št. 3/4, str. 235-255, ilustr. ISSN 2335-3414. <http://www.fu.uni-lj.si/fileadmin/usr-files/MRJU/MRJU-IPAR-2015-3-4-December.pdf>, DOI: 10.17573/ipar.2015.3-4.10. [COBISS.SI-ID 4707758]
- JUKIĆ, Tina, TODOROVSKI, Ljupčo, NAMESLAKI, András. Searching for the identity of the e-government research field : what has been done and how to proceed?. V: Insourcing and/or outsourcing : how do they contribute to the public administration reform?. Tbilisi: NISPAcee. 2015, ilustr. [COBISS.SI-ID 4731822]
- JUKIĆ, Tina, TODOROVSKI, Ljupčo, LEBEN, Anamarija, VINTAR, Mirko. Uporaba kataloga kazalnikov za vrednotenje politik, programov, projektov in storitev e-uprave. Uporabna informatika. [Tiskana izd.]. okt./nov./dec. 2015, letn. 23, št. 4, str. 199-211, ilustr. ISSN 1318-1882. [COBISS.SI-ID 4731054]
- LEBEN, Anamarija, JUKIĆ, Tina. Metode in tehnike za podporo procesni usmerjenosti organizacij. V: DEČMAN, Mitja (ur.). Javna uprava kot gonilo družbe : e-zbornik člankov. 1. izd. Ljubljana: Fakulteta za upravo, 2017. Ilustr. ISBN 978-961-262-106-3. http://www.fu.uni-lj.si/fileadmin/usr-files/Zalozba/DSU2017_E-zbornik_clankov.pdf. [COBISS.SI-ID 5100206]

STROKOVNO IZBIRNI PREDMET 1

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Strokovno izbirni predmet 1
Course title:	Professional elective 1
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069351
Koda učne enote na članici/UL Member course code:	000

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	
Vaje/Tutorial:	

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

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Prerequisites:

Vsebina:

	Content (Syllabus outline):
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Temeljna literatura in viri/Readings:

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Cilji in kompetence:

	Objectives and competences:
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Predvideni študijski rezultati:

	Intended learning outcomes:
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Metode poučevanja in učenja:

Learning and teaching methods:

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Načini ocenjevanja:

Delež/Weight

Assessment:

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Reference nosilca/Lecturer's references:

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STROKOVNO IZBIRNI PREDMET 2

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Strokovno izbirni predmet 2
Course title:	Professional elective 2
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069352
Koda učne enote na članici/UL Member course code:	000

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	
Vaje/Tutorial:	

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

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Prerequisites:

Vsebina:

	Content (Syllabus outline):
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Temeljna literatura in viri/Readings:

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Cilji in kompetence:

	Objectives and competences:
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Predvideni študijski rezultati:

	Intended learning outcomes:
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Metode poučevanja in učenja:

Learning and teaching methods:

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Načini ocenjevanja:

Delež/Weight

Assessment:

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Reference nosilca/Lecturer's references:

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STROKOVNO IZBIRNI PREDMET 3

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Strokovno izbirni predmet 3
Course title:	Professional elective 3
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069353
Koda učne enote na članici/UL Member course code:	000

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	
Vaje/Tutorial:	

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

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Prerequisites:

Vsebina:

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Content (Syllabus outline):

Temeljna literatura in viri/Readings:

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Cilji in kompetence:

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Objectives and competences:

Predvideni študijski rezultati:

--	--

Intended learning outcomes:

Metode poučevanja in učenja:

Learning and teaching methods:

--	--

Načini ocenjevanja:

Delež/Weight

Assessment:

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Reference nosilca/Lecturer's references:

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UPRAVLJANJE POSLOVNIH PROCESOV V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Upravljanje poslovnih procesov v upravi
Course title:	MANAGING OF BUSINESS PROCESSES IN PUBLIC ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069362
Koda učne enote na članici/UL Member course code:	580

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Tina Jukić
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No.

Vsebina:

Content (Syllabus outline):

1. Prenova poslovanja in upravljanje s poslovnimi procesi 2. Prenova poslovanja v e-poslovanje in e-upravo 3. Prenova poslovnih procesov 4. Izbira procesov za prenavo 5. Vloga informacijske tehnologije pri prenovi procesov 6. Modeliranje poslovnih procesov 7. Analiziranje in simulacije poslovnih procesov 8. Vodenje projektov prenove 9. Informacijska orodja za podporo prenovi poslovnih procesov 10. Prenovitveni tim	1. Business reengineering and business process management 2. Business reengineering towards e-business and e-government 3. Business process reengineering 4. Selection of the processes for reengineering 5. The role of information technology in the business process reengineering 6. Business process modelling 7. Analysis and simulation of business processes 8. BPR project management 9. BPR tools 10. BPR team
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11. Snovanje prenove in vpeljevanje prenovljenih procesov	11. Planning the reengineering and introduction of the reengineered processes
12. Študije primerov iz uprave	12. Case studies from administration

Temeljna literatura in viri/Readings:

1. Sharp, A., McDermott, P. (2009). Workflow Modeling: Tools for Process Improvement and Application Development, 2nd Edition. Norwood, MA: Artech House, Inc.
2. Page, S. (2015). The Power of Business Process Improvement: 10 Simple Steps to Increase Effectiveness, Efficiency, and Adaptability. New York: American Management Association.
3. Harmon, P. (2019). Business Process Change: A Business Process Management Guide for Managers and Process Professionals 4th Edition. Cambridge: Morgan Kaufmann.
4. Kovačič A., V. Bosilj Vukšić (2005). Management poslovnih procesov, Gospodarski vestnik, Ljubljana.
5. Hammer, M. (1990). ReengineeringWork: Don't Automate, Obliterate. Harvard Business Review, julij - avgust 1990.

Cilji in kompetence:

Cilji:

- Študent je seznanjen z možnostmi prenove in informatizacije poslovnih procesov pri zagotavljanju učinkovitosti in uspešnosti poslovanja, konkurenčne prednosti.
- Študent prepozna različne metodološke pristope in kritične dejavnike uspeha na področju prenove in informatizacije poslovnih procesov, in je sposoben celovitega vrednotenja vplivov in učinkov prenove in informatizacije na različne vidike organizacijskega delovanja
- Študent razume koncept modeliranja poslovnih procesov, analize in simulacije, ter kritično vrednoti obstoječe stanje na področju poslovanja organizacije in cilje prenove in informatizacije poslovnih procesov.
- Študent je seznanjen s specifikami upravljanja in prenove poslovnih procesov v javni upravi ter usposobljen za samostojno uporabo znanja pri reševanju najzahtevnejših problemov v javni upravi ter razvijanje novega znanja na obravnavanem področju. Sposobni so povezovati pridobljeno znanje z drugimi tematskimi področji, ga posredovati naprej in uporabljati pri samostojnem raziskovanju.

Kompetence:

- Usposobljenost za analizo teoretičnih konceptov in značilnosti prenove poslovnih procesov v javni upravi ter učinkov prenove na posamezne organizacijske vidike.
- Študenti je usposobljen za samostojno uporabo znanja pri reševanju najzahtevnejših

Objectives and competences:

Objectives:

- Student is acquainted with the possibilities of reengineering and informatization of business processes while ensuring efficiency, quality performance and competitive advantage.
- Student identifies a variety of methodological approaches and critical success factors in the field of reengineering and informatization of business processes, and is capable of comprehensive evaluation of the influences and impacts of reengineering and informatization on the various aspects of organizational functioning
- Student understands the concept of business process modelling, analysis and simulation, and critically evaluates the current state of the organizational performance and objectives of the reengineering and informatization of business processes.
- Student is familiar with the specifics of management and reengineering of business processes in the public administration, and trained for the independent application of knowledge in solving the most complex problems in public administration and development of the new knowledge in the field. He is able to combine this knowledge with other thematic areas, pass it on and use it within the individual research.

Competences:

- Ability to analyse the theoretical concepts and characteristics of the business process reengineering in the public administration and

problemov v javni upravi ter razvijanje novega znanja na obravnavanem področju. Sposobni so povezovati pridobljeno znanje z drugimi tematskimi področji, ga posredovati naprej in uporabljati pri samostojnem raziskovanju. • Usposobljenost za identifikacijo problemov, kritično analizo, sintezo in oblikovanje predlogov za boljše rešitve na področju izvajanja poslovnih procesov in aktivnosti. • Usposobljenost za identifikacijo in vrednotenje različnih dejavnikov uspeha, potrebnih za uspešno prenovu poslovnih procesov in posledično reformo javne uprave ter učinkovitejšo uporabo IKT orodij za opravljanje nalog in aktivnosti v javni upravi.	the effects of reengineering on individual organizational aspects. • Student is trained for the independent application of knowledge in solving the most complex problems in public administration and development of the new knowledge in the field. He is able to combine this knowledge with other thematic areas, pass it on and use it within the individual research. • Ability to identify problems, provide critical analysis, synthesis and formulation of proposals for better solutions in the field of execution of business processes and activities. • Ability to identify and evaluate various success factors necessary for the successful business process reengineering and, consequently, public administration reform and better use of ICT tools for execution of tasks and activities in public administration.
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Predvideni študijski rezultati:	Intended learning outcomes:
• Študent je sposoben samostojne kritične analize poslovnih procesov v organizaciji, opredeliti njihove informacijske potrebe, samostojno voditi ali sodelovati v projektih vsebinske zasnove oziroma specifikacije IS v javni upravi. • Študent zna povezovati svoje znanje in razumevanje in pridobljeno znanje posredovati drugim. Sposoben je znanstveno obdelati določeno vprašanje oz. problem in je usposobljen za nadaljevanje samostojnega študija in strokovnega izpopolnjevanja. • Študent zna uporabljati pridobljeno znanje v svojem delovnem okolju oz. praksi. Študent je usposobljen za uporabo novih konceptov, metod, orodij in veščin na področju delovanja uprave na vseh ravneh. • Pridobljeno znanje omogoča poglobljeno razumevanje teorije in uporabnost znanja v praksi skozi kritično vrednotenje obstoječega stanja, potrebnih reform in zastavljenih ciljev.	• Student is capable of independent critical analysis of organisation's business processes; definition of their information requirements; independent leading or collaboration at projects of content design or specification of IS in public administration. • Student is able to integrate his knowledge and understanding, and pass the acquired knowledge to others. He is able to perform the scientific processing of the specific question or problem and is qualified to pursue independent study and professional training. • Student is capable of using the acquired knowledge in his working environment or practice. The student is qualified for application of new concepts, methods, tools and skills in the field of administration at all levels. • Acquired knowledge enables in-depth understanding of the theory and application of knowledge in practice through critical evaluation of the current situation, necessary reforms and set objectives.

Metode poučevanja in učenja:	Learning and teaching methods:
1. predavanja 2. analiza primerov iz prakse 3. znanstveno-raziskovalna seminarska naloga 4. skupinska predstavitev	1. lectures 2. case studies 3. scientific research, seminar paper 4. (group) presentation

Načini ocenjevanja:	Delež/Weight	Assessment:
Ustni ali pisni izpit.	55,00 %	Oral or written exam
Seminarska naloga, študija primera, raziskovalni projekt – javna predstavitev.	45,00 %	Seminar paper, case study, research project – public presentation

Reference nosilca/Lecturer's references:

1. LEBEN, Anamarija, JUKIĆ, Tina. Metode in tehnike za podporo procesni usmerjenosti organizacij. V: DEČMAN, Mitja (ur.). Javna uprava kot gonilo družbe : e-zbornik člankov. 1. izd. Ljubljana: Fakulteta za upravo, 2017. Ilustr. ISBN 978-961-262-106-3. http://www.fu.uni-lj.si/fileadmin/user_files/Zalozba/DSU2017_E-zbornik_clankov.pdf. [COBISS.SI-ID 5100206]
2. JUKIĆ, Tina, PEVCIN, Primož, BENČINA, Jože, DEČMAN, Mitja, VRBEK, Sanja. Collaborative innovation in public administration : Elektronski vir : theoretical background and research trends of co-production and co-creation. Administrative sciences. 2019, vol. 9, iss. 4, str. 1-17, ilustr. ISSN 2076-3387. <https://www.mdpi.com/2076-3387/9/4>, DOI: 10.3390/admsci9040090. [COBISS.SI-ID 5373614]
3. BENČINA, Jože, JUKIĆ, Tina. How to assess whether qualified evaluations of e-government projects are conducted? : the case of Slovenia. Mednarodna revija za javno upravo. [Tiskana izd.]. dec. 2015, letn. 13, št. 3/4, str. 235-255, ilustr. ISSN 2335-3414. http://www.fu.uni-lj.si/fileadmin/user_files/MRJU/MRJU-IPAR-2015-3-4-December.pdf, DOI: 10.17573/ipar.2015.3-4.10. [COBISS.SI-ID 4707758]
4. JUKIĆ, Tina, TODOROVSKI, Ljupčo, NAMESLAKI, András. Searching for the identity of the e-government research field : what has been done and how to proceed?. V: Insourcing and/or outsourcing : how do they contribute to the public administration reform?. Tbilisi: NISPAcee. 2015, ilustr. [COBISS.SI-ID 4731822]
5. JUKIĆ, Tina, TODOROVSKI, Ljupčo, LEBEN, Anamarija, VINTAR, Mirko. Uporaba kataloga kazalnikov za vrednotenje politik, programov, projektov in storitev e-uprave. Uporabna informatika. [Tiskana izd.]. okt./nov./dec. 2015, letn. 23, št. 4, str. 199-211, ilustr. ISSN 1318-1882. [COBISS.SI-ID 4731054]

UPRAVLJANJE Z VARSTVOM OKOLJA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Upravljanje z varstvom okolja
Course title:	Environmental Management
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Management kakovosti v javnem sektorju (smer)	2. letnik	Celoletni	izbirni
Management v upravi, druga stopnja, magistrski	Management v lokalni samoupravi (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069361
Koda učne enote na članici/UL Member course code:	594

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Žiga Kotnik
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Elementi splošne ekologije. 2. Ekološki dejavniki. 3. Ekosfera in ekosistem. Osnovni okoljski dejavniki. 4. Okoljski problemi z lokalnega, nacionalnega in mednarodnega vidika. 5. Osnovni viri onesnaževanja in njihov vpliv na človeško zdravje ter ekosistem v celoti. 6. Trajnostni razvoj. 7. Upravljanje z varstvom okolja/ekološki management – evolucija, opredelitev in obseg, značilnosti, dvomi in možnosti, problemi in potrebe, kritika in vzpostavitev. 8. Mednarodni standardi serije ISO14000.	1. Elements of general ecology. 2. Ecological factors. 3. Ecosphere and the ecosystem. The main environmental factors. 4. Environmental problems from local, national and international standpoint. 5. The main sources of pollution and their impact on human health and ecosystem as a whole. 6. Sustainable Development. 7. Environmental management - evolution, definition and scope, characteristics, dilemmas and possibilities, problems and needs. 8. International standards series ISO14000.

9. Ustvarjalne delavnice, razprave o aktualnih okoljskih vprašanjih, študije primerov in interaktivne izobraževalne razprave o okoljskih vprašanjih. 10. Pregled in analiza dejavnikov, ki so privedle do razvoja teorije / modeli trajnostnega razvoja in ravnanja z okoljem. 11. Študije primerov, primeri dobre prakse na področju trajnostnega razvoja in oblikovanja in analizo okoljske politike in javnega sektorja uprave. 12. Izdelava predstavitve in predstavitve seminarskih nalog in študij primerov.	9. Creative workshops, debates on current environmental issues, case studies and interactive educational discussions of environmental issues. 10. Review and analysis of the factors that led to the development of theories / models of sustainable development and environmental management. 11. Case studies, examples of good practice in the field of sustainability and the design and analysis of environmental policy and public administration sectors. 12. Making presentations and presentation of seminar papers and case studies.
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Temeljna literatura in viri/Readings:

- Callan, S. J., & Thomas, J. M. (2013). Environmental economics and management: Theory, policy, and applications. Cengage Learning. 587 str. - Delreux, T., & Happaerts, S. (2016). Environmental policy and politics in the European Union. Macmillan International Higher Education. 320 str. - Haigh, N. (2015). EU environmental policy: its journey to centre stage. Routledge. 214 str. - Hanley, N., Shogren, J., & White, B. (2019). Introduction to environmental economics. Oxford University Press. 391 str. - Hoppe, R. (2018). Knowledge, power, and participation in environmental policy analysis. Routledge. - Evropska komisija. (2019). Pregled izvajanja okoljske politike 2019. Poročilo za posamezne države – SLOVENIJA. Evropska unija. 37 str. - Mitchell, B. (2018) Resource and environmental management. Oxford University Press. 373 str. - Molina-Azorín, J. F., & López-Gamero, M. D. (2016). Mixed methods studies in environmental management research: prevalence, purposes and designs. Business Strategy and the Environment, 25(2), 134-148. - Žitnik, M. (2009). Okoljski kazalniki za Slovenijo. Ljubljana: SURS. 49 str. - Zakon o varstvu okolja (ZVO-1). Ur. list RS. 41/2004, 57/08, 70/08, 108/09, 48/12, 57/12, 92/13, 56/15, 102/15, 30/16. 148 str. - Thampapillai, D. J., & Ruth, M. (2019). Environmental economics: Concepts, methods and policies. Routledge. 324 str.
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Cilji in kompetence:

Študent: - Pozna temeljne pojme ekologije in upravljanja z varstvom okolja/ekološkega managementa. - Opredeli lokalne, nacionalne in globalne ekološke probleme. - Obvlada teoretične osnove s področja upravljanja s strategijami in ustreznega upravljanja z veščinami za reševanje okoljskih problemov. - Opredeli in razume pomen trajnostne in/ali izboljšane kakovosti ter razvoja z uporabo izsledkov ekološke znanosti v praksi.	Student: - Understands the basic concepts of ecology and environmental management. - Identifies local, national and global environmental problems. - Master the theoretical basis in the field of management strategies and skills to solve environmental problems. - Identifies and understands the meaning of sustainable and / or improved quality and development through application of results of ecological science in practice.
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- Se usposobi za učinkovito upravljanje z varstvom okolja v različnih okoljih. Kompetence: - Sposobnost analize in spremljanja vpliva dejavnosti na okolje organizacije. - Zmožnost upravljanja, načrtovanja in izvajanja okoljskih aktivnosti. Sposobnost razvoja ekipe in upravljanje okoljskih projektov / programov. - Razumevanje principov izvajanja okoljskega upravljanja, uporaba okoljske znanosti in tehnologije in okoljskih sistemov v različnih operativnih postopkih. - Sposobnost razvijanja in uporabe znanstvenih metod in tehnik za reševanje okoljskih problemov. - Zmožnost kritičnega naslavljanja trajnostnih, okoljskih in upravnih izzivov. Obvladovanje socialnih in okoljskih konfliktov v okoljskih zadevah ter zmožnost aktivnega sodelovanja pri njihovem reševanju.	- Is trained for effective environmental protection management in different environments. Competences: - Ability to analyze and monitor impacts from an organization's operations on environment. - Capacity to manage, plan, and conduct comprehensive environmental activities. Ability to develop a team and manage an environmental project/program. - Understanding the application of environmental management principles, the application of environmental science and technology, and environmental systems in different operational processes. - Ability to develop and apply scientific methods and techniques to solve environmental problems. - Ability to critically address sustainable, environmental and management challenges. Mastery of the underlying social-environmental conflicts in the environmental challenges and ability to actively participate in problem solving.
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Predvideni študijski rezultati:	Intended learning outcomes:
Znanje in razumevanje: Priprava na visoko specializiranih delovnih mest na področju okoljskega upravljanja in uporabe rezultatov ekološke znanosti v praksi.	Knowledge and understanding: Preparing for highly specialized jobs in the field of environmental management and application of results of ecological science in practice.

Metode poučevanja in učenja:	Learning and teaching methods:
- Priprava študenta na predavanja. - Predavanje. - Priprava študenta na vaje. - Vaje. - Seminarska naloga. (Skupinska) predstavitev. - Študija primera. - Problemsko učenje. - E-učenje. - individualne konzultacije.	- Student preparations for lectures. - Lecture. - Student preparation for tutorials. - Practical work. - Seminar paper. (Group) presentation. - Case study. - Problem based learning. - E-learning. - Individual tutorial.

Načini ocenjevanja:	Delež/Weight	Assessment:
Ustni izpit	60,00 %	Oral exam
Izdelava in zagovor seminarske naloge	40,00 %	Student paper

Reference nosilca/Lecturer's references:

- KOTNIK, Žiga, KLUN, Maja, SLABE ERKER, Renata. Identification of the factors that affect the environmental administrative burden for businesses. Sustainability, ISSN 20711050, 2020, vol. 12, art. 6555, 15 str., doi: 10.3390/su12166555. [COBISS.SI-ID 25119491]
 - KOTNIK, Žiga, KLUN, Maja. Stroški administriranja zasebnega sektorja : okoljska regulativa. V: PEČARIČ, Mirko (ur.). Od boljših predpisov k njihovem učinkovitejšemu izvrševanju, (Zbirka znanstvenih monografij Upravna misel). 1. izd. Ljubljana: Fakulteta za upravo. 2019, str. 155166, tabele. http://www.fu.unilj.si/fileadmin/usr-files/Zalozba/Od_boljsih_predpisov_WEB_01.pdf. [COBISS.SI-ID 5345198]
 - KOTNIK, Žiga. Alternativni pristop za ocenjevanje stroškov okoljske regulacije : primerjava okoljskih izdatkov med državami EU. V: PEČARIČ, Mirko (ur.), STARE, Janez (ur.). *Javna uprava fokusna skupina za družbene spremembe = Public administration - a focus group for societal changes*, (Zbirka znanstvenih monografij Upravna misel). 1. izd. Ljubljana: Fakulteta za upravo. 2019, ilustr. http://www.fu.unilj.si/fileadmin/usr-files/Zalozba/Javna_uprava_-_Fokusna_skupina_za_druzbene_spremembe.pdf. [COBISS.SI-ID 5285550]
 - KOTNIK, Žiga, KLUN, Maja, ŠKULJ, Damjan. Performance budgeting model in the environmental perspective : tackling waste pollution. Administrație și management public, ISSN 15839583, 2017, 29, str. 141-150, tabele. http://www.ramp.ase.ro/en/_data/files/articole/2017/2909.pdf. [COBISS.SI-ID 5141422]
 - KOTNIK, Žiga. Ocena stroškov okoljskih predpisov : primer Slovenije v luči strategije javne uprave 20152020. V: ARISTOVNIK, Aleksander (ur.), et al. Slovenska javna uprava na razpotju strateških sprememb = Slovenian public administration at the crossroads of strategic changes, (Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo. 2016, str. 151-163, ilustr. [COBISS.SI-ID 4817838]
- kategorija: 3C (Z); tip dela je verificiral OSICD

VODENJE V JAVNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Vodenje v javni upravi
Course title:	LEADERSHIP IN PUBLIC ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Ravnanje s človeškimi viri (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069387
Koda učne enote na članici/UL Member course code:	578

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Janez Stare
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Narava vodenja 2. Pristopi k vodenju 3. Teorije vodenja 4. Vodenje in privrženci 5. Vloga in potencial vodje 6. Vodenje in zaupanje 7. Čustvena inteligentnost in vodenje 8. Avtoriteta in poslušnost 9. Dinamika odnosov v skupini 10. Vodenje in učeča se organizacija 11. Posebnosti vodenja v javni upravi 12. Priporočila glede vodenja v javni upravi	1. The nature of leadership 2. Approaches to leadership 3. Theory of Leadership 4. Leadership and Followers 5. Role and potential of leaders 6. Trust and Leadership 7. Emotional intelligence and leadership 8. Authority and obedience 9. Dynamics of relations in the group 10. Leadership and learning organizations 11. Special features of leadership in public administration 12. Recommendation on Public services Leadership

Temeljna literatura in viri/Readings:

- Northouse, P. G. (2019). Leadership. Theory and Practice, Eighth Edition. Sage. Thousand Oaks, California.
- Harvard Business Review (2011). HBR's 10 Must Reads on Leadership. Harvard Business Review.
- Yukl, G. (2013). Leadership in organisations. Pearson, Boston.
- Stare, J., Seljak, J. (2013). Vodenje ljudi v upravi : povezanost osebnostnega potenciala za vodenje z uspešnostjo vodenja, (Upravna misel). 2. ponatis. V Ljubljani: Univerza, Fakulteta za upravo, 2013.
- HBR (2011). HBRs 10 must reads on leadership. Harvard Business Review Press

Cilji in kompetence:

Študent :

- opredeli in razume razlike in podobnosti med vodenjem v zasebnem in javnem sektorju
- predstavi značilne koncepte vodenja v javni upravi
- preveri kompetentnost vodje
- identificira dejavnike uspešnega vodenja
- oceni uspešnost vodenja.

Kompetence:

- zmožnost opredelitve značilnih elementov vodenja v javni upravi
- razumevanje vloge in položaja vodje v javni upravi
- obvladovanje vodenja kot načina upravljanja socialnih situacij
- sposobnost samostojne analize kompetentnosti vodje
- zmožnost preverjanje uspešnosti vodenja.

Objectives and competences:

Student:

- identify and understand differences and similarities between leadership in the private sector and public administration
- present a significant leadership concepts in public administration
- verifies leadership competency
- identify factors for successful leadership
- assess of the effectiveness of leadership.

Competencies:

- the possibility of defining specific elements of leadership in public administration
- understanding the role and position of leader in the public administration
- mastery of leadership as a way of managing social situations
- ability to independently analyze leadership competencies
- the ability to verify the effectiveness of leadership.

Predvideni študijski rezultati:

Študent razume posebnosti vodenja v javni upravi. Prepoznava različne koncepte vodenja ter kriterije in dejavnike uspešnega vodenja. Razume vlogo in položaj vodij v javni upravi. Uspešnost vodenja poveže s kompetentnostjo in razvojem vodij.

Intended learning outcomes:

The student understands the specific of leadership in public administration. It identifies the different concepts of leadership and the criteria and factors for successful leadership. Understands the role and status of leaders in public administration. Performance management linked to competence and developing leaders.

Metode poučevanja in učenja:

1. predavanje
2. seminar
3. seminarsko delo
4. (skupinska) predstavitev

Learning and teaching methods:

1. lecture
2. seminar
3. coursework
4. (group) presentation

5. študija primera	5. case study
6. problemsko učenje	6. problem based learning
7. e-učenje	7. e-learning
8. individualne konzultacije	8. individual tutorial

Načini ocenjevanja:	Delež/Weight	Assessment:
Pisni izpit in/ali ustni izpit (pogoj: pozitivna ocena izpita)	60,00 %	Written (and/or oral) examination (condition: positive evaluation of the exam)
Aktivno sodelovanje (samostojno in/ali skupinsko delo, e-učenje, test, esej), seminarsko delo (seminarska naloga, projektno delo, zagovor seminarskega dela) Pri oblikovanju ocene predmeta se upoštevajo rezultati tistih delnih obveznosti, ki jih študent pridobil do roka za katerega je razpisana časovna obveznost (pisni ali ustni izpit).	40,00 %	Active participation (individual and/or group work, e-learning, test, essay) course work (seminar work, project work, oral presentation of work) Final assessment of the course is the sum of the time commitments (oral exam, written exam) and other partial estimates of commitments for this period.

Reference nosilca/Lecturer's references:

- Stare, J., & Seljak, J. (2013). Vodenje ljudi v upravi : povezanost osebnostnega potenciala za vodenje z uspešnostjo vodenja, (Upravna misel). Ljubljana: Fakulteta za upravo, 2006. XXIV, 292 str.
- Stradovnik, K., & Stare, J. (2018). Correlation between Machiavellian leadership and emotional exhaustion of employees : case study : Slovenian municipalities. Leadership & organization development journal, ISSN 0143-7739, 2018, vol. 39, no. 8, str. 1037-1050.
- Kvas, A., Seljak, J., & Stare, J. (2014). Training needs assessment for leaders in nursing based on comparison of competency models. Organizacija : revija za management, informatiko in kadre, ISSN 1318-5454. [Tiskana izd.], vol. 47, no. 1, str. 66-76

ZAŠČITA IS IN MREŽE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Zaščita IS in mreže
Course title:	Information Systems and Computer Networks Security
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski	Upravna informatika (smer)	2. letnik	Celoletni	izbirni

Univerzitetna koda predmeta/University course code:	0069401
Koda učne enote na članici/UL Member course code:	586

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21	11			118	60	7

Nosilec predmeta/Lecturer:	Dimitar Hristovski, Mitja Dečman
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Vrsta predmeta/Course type:	Strokovno izbirni/Professional elective
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	Angleščina, Slovenščina

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
Ni.	No prerequisites.

Vsebina:	Content (Syllabus outline):
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1. Varnostne grožnje in nevarnosti 2. Metodologija vzpostavitve varovanja 3. Kriptografske metode varovanja 4. Organizacijski in drugi ne-kriptografski varnostni ukrepi 5. Temeljni mehanizmi varovanja 6. Upravljanje z varovanjem 7. Varovanje elektronske pošte 8. Varnost omrežij 9. Spletna varnost 10. Varnost elektronskih plačilnih sistemov	1. Security threats and risks 2. Models of care, access control mechanisms, different aspects of the protection system. 3. Cryptographic security methods. 4. Organizational and other noncryptographic measures 5. Basic protection mechanisms 6. Security management 7. Email management 8. Network security 9. Web security 10. Security of electronic payment systems.
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Temeljna literatura in viri/Readings:

- Stallings W., Network Security Essentials: Applications and Standards, Fourth Edition, Pearson Education Inc., 2011. (izbrana poglavja/selected chapters)
- Winkler Vic (J.R.), Securing the Cloud: Cloud Computer Security Techniques and Tactics, Elsevier Inc., 2011. (izbrana poglavja/selected chapters)
- Wang J, Computer Network Security: Theory and Practice, Springer Higher Education Press, 2009. (izbrana poglavja/selected chapters)
- Salomon D., Elements of Computer Security, Springer-Verlag London Limited, 2010. (izbrana poglavja/selected chapters)

Cilji in kompetence:**Cilji:**

- Razviti znanja potencialnih groženj, napadov in potrebnih zaščitnih ukrepov, ki so pomembni za internetne in spletne storitve
- Pridobiti znanja osnovnih načel, tehnik in mehanizmov za zaščito informacijskih sistemov in računalniških omrežij.
- Pridobiti znanja o različnih metodoloških pristopih in izvajanjih zaščite.

Kompetence:

- Usposobljenost za analizo potencialnih groženj in ranljivosti informacijskih sistemov in računalniških omrežij.
- Usposobljenost za analizo varnostnih potreb računalniških omrežij in informacijskih sistemov organizacij.
- Zmožnost primerjave različnih informacijskih tehnologij in varnostnih rešitev, vključno s strojno opremo, programsko opremo, omrežji, strežniki, usmerjevalniki, požarni zidovi ipd.

Objectives and competences:**Objectives:**

- Develop knowledge about possible threats, attacks and safeguards that are relevant to Internet and Webservices
- Gain knowledge of basic principles, techniques and mechanisms for protecting information systems and computer networks.
- Acquire knowledge about different methodological approaches and implementation of protection.

Competences:

- Ability for the analysis of the potential threats and vulnerabilities of information systems and computer networks
- Ability for the analysis of the computer networks and information systems security needs of an organization;
- Capability of comparison of different computer technologies and security solutions including hardware, software, networks, servers, routers, firewalls, etc.

Predvideni študijski rezultati:

- Študent zna prepoznati nevarnosti in izbrati primerno obliko zaščite
- Študent je sposoben uporabljati ukrepe, tehnike in mehanizme zaščite.

Intended learning outcomes:

- Student is able to detect security risks and chose appropriate security measures and protection
- Students is capable to apply the measure, techniques and mechanisms of protection.

Metode poučevanja in učenja:

1. predavanja
2. analiza primerov iz prakse
3. gostovanja strokovnjakov iz prakse
4. znanstveno-raziskovalna seminarska naloga
5. skupinska predstavitev

Learning and teaching methods:

1. lectures
2. case studies
3. hosting of practitioners
4. scientific research, seminar paper
5. (group) presentation

6. spremljanje dogodkov preko elektronske klepetalnice

6. following the events via chat room

Načini ocenjevanja:	Delež/Weight	Assessment:
Ustni ali pisni izpit.	55,00 %	Oral or written exam.
Seminarska naloga, študija primera, raziskovalni projekt – javna predstavitev.	45,00 %	Seminar paper, case study, research project – public presentation.

Reference nosilca/Lecturer's references:

- ZHANG, Rui, HRISTOVSKI, Dimitar, SCHUTTE, Dalton, KASTRIN, Andrej, FISZMAN, Marcelo, KILICOGLU, Halil. Drug repurposing for COVID-19 via knowledge graph completion. Journal of biomedical informatics, ISSN 1532-0480. 2021, vol. 115, str. 1-15, ilustr. doi: 10.1016/j.jbi.2021.103696.
- KASTRIN, Andrej, HRISTOVSKI, Dimitar. Scientometric analysis and knowledge mapping of literature-based discovery (1986-2020). Scientometrics, ISSN 0138-9130, 2021, vol. 126, str. 1415-1451. doi: 10.1007/s11192-020-03811-z.
- KASTRIN, Andrej, HRISTOVSKI, Dimitar. Disentangling the evolution of MEDLINE bibliographic database : a complex network perspective. Journal of biomedical informatics, ISSN 1532-0464. 2019, vol. 89, str. 101-113, ilustr. doi: 10.1016/j.jbi.2018.11.014.
- HRISTOVSKI, Dimitar, KASTRIN, Andrej, DINEVSKI, Dejan, BURGUN, Anita, ŽIBERNA, Lovro, RINDFLESCH, Thomas C. Using literature-based discovery to explain adverse drug effects. Journal of medical systems, ISSN 1573-689X, Aug. 2016, vol. 40, iss. 8, 1-5 str. doi: 10.1007/s10916-016-0544-z.
- HRISTOVSKI, Dimitar, DINEVSKI, Dejan, KASTRIN, Andrej, RINDFLESCH, Thomas C. Biomedical question answering using semantic relations. BMC bioinformatics, ISSN 1471-2105, 2015, vol. 16, no. 6, 14 str., doi: 10.1186/s12859-014-0365-3.
- DEČMAN, Mitja. Understanding technology acceptance of government information systems from employees' perspective. International journal of electronic government research, ISSN 1548-3894. [Spletna izd.], 2015, vol. 11, issue 4, str. 69-88, ilustr.
- DEČMAN, Mitja. The role of government portals : an evaluation of the new Slovenian government portal. V: DEČMAN, Mitja (ur.), JUKIĆ, Tina (ur.). Proceedings of the 16th European Conference on e-Government, Ljubljana, 16.-17. June 2016 : ECEG 2016. Reading: Academic Conferences and Publishing International, 2016, str. 45-53, ilustr.
- DEČMAN, Mitja. Modeling the acceptance of e-learning in mandatory environments of higher education: the influence of previous education and gender. Computers in human behavior, ISSN 0747-5632. [Print ed.], Aug. 2015, vol. 49, str. [272]-281