

ANALIZA JAVNIH POLITIK

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	ANALIZA JAVNIH POLITIK
Course title:	PUBLIC POLICY ANALYSIS
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester	obvezen
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javno upravljanje in EU (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061330
Koda učne enote na članici/UL Member course code:	2011

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			88	60	6

Nosilec predmeta/Lecturer: Mitja Durnik, Stanka Setnikar Cankar

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Izhodišča analize politik: akademsko okolje vs. realni družbeni problemi;	1. Introduction to policy analysis: the academic environment vs. real social problems;
2. Teoretski vidiki in modeli oblikovanja javnih politik;	2. The theoretical aspects and models of the design of public policies;
3. Vprašanje metode: Klasični pozitivizem in kritične alternative	3. The question of method: classical positivism and critical alternatives
4. Javnost in oblikovanje politik: participativno vedenje in zavedanje;	4. The public and policy-making participative behavior and awareness;
5. Struktura javnopolitičnega procesa v EU;	5. The structure of the public policy process in the EU;
6. Vrednotenje in presojanje učinkov javnih politik;	6. Evaluation and assessment of the effects of public policies;
7. Oblikovanje javnih politik v EU in nacionalnih državah: delitev pristojnosti;	7. The structure of the public policy process in the EU;
8. Racionalna izbira in racionalno odločanje;	8. The rational choice and rational decision making;
9. Konceptualni izzivi javnih politik: idealizem uspešnosti in učinkovitosti;	

<p>10. Demokratični deficit in proces deregulacije v Evropski uniji: primer prostotrgovinskih sporazumov;</p> <p>11. Družbeno zaželeno izbiro v času krize;</p> <p>12. Soodvisnost gospodarstva in javnega sektorja ter javno-zasebno partnerstvo.</p>	<p>9. The conceptual challenges of public policies: idealism of effectiveness and efficiency;</p> <p>10. Democratic deficit and deregulation process in the European Union: the case of free trade agreements;</p> <p>11. Socially desirable choice in a time of crisis</p> <p>12. The interdependence of the economy and the public sector and public-private partnership</p>
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Temeljna literatura in viri/Readings:

<p>1. Peters, G. B. (2015). <i>Advanced Introduction to Public Policy</i>. Edward Elgar Publishing (224 strani).</p> <p>2. Setnikar-Cankar, S., Petkovšek, V. (2015). Government challenges in Slovenia at a time of global economic crisis and austerity measures. V: Massey A. (Ured.), MILLER, K. J. (Ured.). <i>The international handbook of public administration and governance</i>. Cheltenham, UK; Northampton, MA: Edward Elgar, str. 399-415 (16 strani).</p> <p>3. Bekkers, Fenger, M.B. and Scholten, P. (2017). <i>Public Policy in Action: Perspectives on the Policy Process</i>. Edward Elgar Publishing (360 strani) (cca 100 strani izbranih poglavij).</p> <p>4. Lodge, M, Page, E.C., Balla, S.J. (Eds.) (2015). <i>The Oxford Handbook of Classics in Public Policy and Administration</i>. Oxford: Oxford University Press (672 strani) (cca 150 strani).</p> <p>5. DURNIK, M. (2020). Community Development: Local Immigration Partnerships in Canada and Implications for Slovenia. <i>Acta geographica Slovenica</i>, 60(1), str. 155–168 (13 strani).</p>
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Cilji in kompetence:

<p>Cilji</p> <ul style="list-style-type: none"> • zmožnost multidisciplinarnega razumevanja konteksta oblikovanja politik; • reševanje najzahtevnejših problemov v javni in poslovni upravi z metodami analize politik; • spozna analizo mehanizmov, ki jih ima država na voljo za svoje delovanje, metodologijo spremljanja in vrednotenja njenega delovanja. <p>Kompetence</p> <ul style="list-style-type: none"> • je zmožen predvideti možne vplive in posledice spremljanja javne politike, • je sposoben pripraviti material za analizo konkretnih primerov; • je sposoben razumeti in uporabiti metode kritične analize in razvoja teorij ter jih uporabiti v reševanju konkretnih delovnih problemov na področju javnih politik, • sposobnost analize, sinteze in evalvacije; • sposobnost kreativnega razmišljanja in apliciranja novih spoznanj. 	<p>Objectives and competences:</p> <p>Goals</p> <ul style="list-style-type: none"> - the ability of multidisciplinary understanding of the context of policy making; - possible solution of the most difficult problems in public and business administration with methods of policy analysis ; - recognition of the state's mechanisms that has available for its operation and methodology for monitoring and evaluation of its operations. <p>Competences</p> <ul style="list-style-type: none"> - the ability to predict the potential impacts and consequences of the monitoring of public policy; - the ability to prepare the material for the analysis of specific cases; - the vision to understand and apply methods of critical analyzes and development of theories; the application of knowledge to solve specific problems in the field of public policy , - the ability to analyse, synthesise and evaluate public policy content; - the ability of creative thinking and application of new knowledge.
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Predvideni študijski rezultati:

<ul style="list-style-type: none"> • je usposobljen za širši teoretični vpogled v upravnopolitološke pristope, za raziskovanje in evalvacijo v družboslovju; • je usposobljen uporabiti zahtevnejše metodološke pristope v analizi politik; • je usposobljen za razumevanje razmerij med državo, nadnacionalnimi oblastmi (ločeno nosilci 	<p>Intended learning outcomes:</p> <p>Knowledge and understanding:</p> <ul style="list-style-type: none"> - wider theoretical knowledge of the administrative and political approaches to research and evaluation in the social sciences; - the ability of using advanced methodological approaches in policy analysis; - understanding of the relationship between the state, supranational authorities (policy-makers and officials),
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<p>politike in uradniki), gospodarskimi subjekti, civilno družbo in uporabniki javnih storitev;</p> <ul style="list-style-type: none"> • je usposobljen za razumevanje komunikacijskih procesov v oblikovanju politik, zlasti razumevanje komunikacije z zainteresirano javnostjo. 	<p>corporate actors, civil society and users of public services;</p> <p>- understanding of communication processes in the public policy making, in particular communication with the public.</p>
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Metode poučevanja in učenja:	Learning and teaching methods:
1. priprava na predavanja (obvezno)	1. preparations for lectures
2. predavanje (obvezno)	2. lecture
3. priprava na seminar (obvezno)	3. preparations for seminars
4. seminar (obvezno)	4. seminars
5. e-učenje	5. e-learning
6. raziskovalno delo	6. research work
7. seminarska naloga	7. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni in/ali ustni izpit (50%)	50,00 %	1. written exam
2. sprotne naloge in aktivno sodelovanje na predavanjih in seminarjih	10,00 %	2. intermediate tasks and active participation in lectures and seminars
3. raziskovalno delo	20,00 %	3. research work
4. seminarska naloga	20,00 %	4. seminar paper

Reference nosilca/Lecturer's references:

doc. dr. Mitja Durnik

- DURNIK, M. (2020). Community Development: Local Immigration Partnerships in Canada and Implications for Slovenia. *Acta geographica Slovenica*, 60(1), str.155–168.
- DURNIK, M. (2020). Economy, Trade, Convergence and Cross-Border Economic Cooperation. In: *Dictionary of cross-border cooperation (forthcoming)*.
- DURNIK, M. (2019). Kanadska politika priseljevanja in izvajanje javnih politik. V: Pečarič, M. (Ured.), Stare, J. (Ured.), 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.
- DURNIK, M. (2017). Slovenian immigrants and the ethnic economy in contemporary Canada. *Dve domovini: razprave o izseljenstvu* (46), str. 103-118.
- DURNIK, M. 2016. Demokratični deficit, participativno vrednotenje javnih politik in politična ekonomija prostotrgovinskih sporazumov: primer iniciative "Stop TTIP". V: DEČMAN, M. (Ured.), Učinkovitost storitev + demokratičnost oblasti = dobro upravljanje? : ezbornik referatov (1. izd.). Ljubljana: Fakulteta za upravo.

prof. dr. Stanka Setnikar Cankar

- Vitezić, N., Setnikar Cankar, S., LIN, Ž. (2019). Effectiveness measurement using DEA & BSC methods in public health services. *The NISPAce journal of public administration and policy*, 12(1), str. 199-216. <https://content.sciendo.com/view/journals/nispa/12/1/article-p199.xml>.
- JORDAN, G., SETNIKAR-CANKAR, S., MARIČ, M. (2017). Povezava vplivnosti in zadovoljstva z delom: primer visokošolskih učiteljev iz šestih držav CEE. V: DEČMAN, M. (Ured.), Javna uprava kot gonilo družbe : e-zbornik člankov (1. izd.). Ljubljana: Fakulteta za upravo. http://www.fu.uni-lj.si/fileadmin/user-files/Zalozba/DSU2017_E-zbornik_clankov.pdf.
- SETNIKAR-CANKAR, S., STANIMIROVIĆ, D. (2020). Healthcare in Slovenia : progress, stagnation and the need for further reform. V: OKMA, Kieke G. H. (Ured.), TENBENSEL, Tim (Ured.), *Health reforms across the world : the experience of twelve small and medium-sized nations with changing their healthcare systems*. Singapore: World Scientific, str. 205-227. https://www.worldscientific.com/doi/pdf/10.1142/9789813225619_0001,

ČLOVEKOVE PRAVICE IN JAVNA UPRAVA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	ČLOVEKOVE PRAVICE IN JAVNA UPRAVA
Course title:	HUMAN RIGHTS AND PUBLIC ADMINISTRATION
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061368
Koda učne enote na članici/UL Member course code:	2029

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			88	60	6

Nosilec predmeta/Lecturer: Verica Trstenjak

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Temeljne in človekove pravice
2. Pravna ureditev človekovih pravic v EU
3. Pravna ureditev človekovih pravic v Svetu Evrope
4. Pravna ureditev človekovih pravic na svetovni ravni
5. Posebnosti varstva človekovih pravic v Sloveniji
6. Pravni postopki za varstvo človekovih pravic
7. Človekove pravice in javna uprava
8. Človekove pravice in pravna država
9. Človekove pravice in gospodarstvo
10. Aktualni primeri iz prakse (migracije, osebni podatki, okolje, digitalna doba, corona, tobacni izdelki...)

Content (Syllabus outline):

1. Fundamental righthst and human rights
2. Human rights legal framework in the EU
3. The legal framework of human rights in the Council of Europe
4. The global legal framework of human rights
5. Specific features of the protection of human rights in Slovenia
6. Legal proceedings for the protection of human rights
7. Human rights and public administration
8. Human rights and rule of law
9. Human rights and business
10. Current examples (migration, personal data, environment, digital age, corona crisis, tobacco products, etc.)

Temeljna literatura in viri/Readings:

1. Trstenjak/Weingerl: The Influence of Human Rights and Basic Rights in Private Law, Springer 2016 (izbrana poglavja)
2. Trstenjak, V.: Fundamental rights in Europe, (Temeljne pravice v EU) *GV zalogba, 2021 (316 pages, in Slovene language)*
3. Trstenjak, V.: Human Rights in the Digital Era: From Digital Practice to Digital Law and Case Law, in Miller, K./Wendt, K.: The Fourth Industrial Revolution and Its Impact on Ethics, Springer, 2021, p. 241-251
4. Trstenjak, V.: Corona and fundamental Rights, in Hondius, E. at all: Coronavirus and the Law in Europe, p.1-25, 2021, Springer
5. Aktualni clanki
6. Pravni akti EU in sodbe Sodišča EU ter sklepni predlogi generalnih pravobranilcev

Cilji in kompetence:	Objectives and competences:
<p>Cilji</p> <ul style="list-style-type: none"> • Študent se seznani s pravno ureditvijo človekovih pravic in temeljnih svoboščin v svetu, s posebnim poudarkom na ustreznih listinah, sprejetih v okviru OZN in najpomembnejših evropskih listinah s tega področja. • Študent razume pomen EU Listine o temeljnih pravicah in delovanje in sestavo Sveta Evrope in Evropsko konvencijo o človekovih pravicah in temeljnih svoboščinah ter Evropsko sodišče za človekove pravice. • Delavci v javni upravi se seznanijo s problemi povezanimi s človekovimi pravicami • Študenta spodbudimo k razumevanju in ustvarjanju kritičnega mišljenja glede vloge javne uprave pri zagotavljanju človekovih pravic. <p>Kompetence</p> <ul style="list-style-type: none"> • Študent je zmožen razumeti ustroj pravne ureditve človekovih pravic in svoboščin v Evropi in širšem svetovnem kontekstu. • Študent razume delovanje temeljnih organizacij na področju varovanja človekovih pravic. • Študent razume povezavo med javno upravo in človekovimi pravicami ter je zmožen ustvarjanja kritičnega pogleda na vlogo javne uprave pri varovanju človekovih pravic. 	<p>Objectives</p> <ul style="list-style-type: none"> • The students are getting acquainted with legal regulation of human rights and fundamental freedoms, with special emphasis on relevant instruments adopted within the framework of the UN and European organizations. • The student should understand the importance of the EU Charter of fundamental rights and the functioning of Council of Europe and European Convention on Human Rights and Fundamental Freedoms, as well as European Court of Human Rights. • EU civil servants have to be familiar with the problems concerning human rights • The student is encouraged to understand and create critical thinking regarding the role of public administration in ensuring human rights. <p>Competences</p> <ul style="list-style-type: none"> • The student is able to understand the structure of the legal system of human rights and freedoms in Europe and global context. • The student understands functioning of the main organizations in the field of human rights protection. • The student understands the connection between the public administration and human rights and is capable of creating a critical view of the role of public authorities in protecting human rights.

Predvideni študijski rezultati:	Intended learning outcomes:
<ul style="list-style-type: none"> • Študentje zna razlikovati med različnimi organizacijami s področja človekovih pravic. • Študent zna praktične primere kršitev človekovih pravic povezati z normativno premiso oziroma mednarodnimi listinami z zadevnega področja. • Študent zna povezati aktualna družbena vprašanja s področja človekovih pravic na delovanje javne uprave. • Študent zna prebrati srednje zahtevno strokovno besedilo in sestaviti pisni povzetek. 	<ul style="list-style-type: none"> • The student can distinguish between different organizations in the field of human rights. • The student is able to associate practical examples of human rights violations to normative premise or international legal documents in the field of human rights. • The student is able to understand the public administration in light of current social issues and human rights violations. • The student is able to read moderately demanding professional articles and draw up a written summary.

<ul style="list-style-type: none"> • Študent zna razlikovati med naravo pravnega varstva človekovih pravic EU, Sveta Evrope (Strasbourg) in OZN. 	<ul style="list-style-type: none"> • The student is able to distinguish between the nature of the legal protection of human rights in the EU, Council of Europe (Strasbourg) and UNO.
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Metode poučevanja in učenja:	Learning and teaching methods:
<ol style="list-style-type: none"> 1. predavanje 2. priprava na seminar 3. seminar-ustno 4. seminarska naloga 	<ol style="list-style-type: none"> 1. lecture 2. preparations for seminars 3. seminars-oral 4. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. seminarska naloga	40,00 %	1. term paper
2. pisni ali ustni izpit	60,00 %	2. written or oral exam

Reference nosilca/Lecturer's references:

1. Trstenjak, V.: Fundamental rights in Europe, (Temeljne pravice v EU) *GV založba, 2021 (316 pages, in Slovene language)*
2. Trstenjak/Weingerl: The Influence of Human Rights and Basic Rights in Private Law, **Springer** 2016, 593.str.
3. 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
4. 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
5. 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
6. 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***)
7. 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
8. 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
9. 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 Moscom, Medzunalodnoe Pravosudie*, št. 2/2012, str. 54-65.
10. Trstenjak/Beysen: Das Prinzip der Verhältnismäßigkeit in der Unionsrechtsordnung. V: *Europarecht*, letnik 47, št. 3/2012, str. 265-284.
11. 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

DAVČNI SISTEM IN EU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	DAVČNI SISTEM IN EU
Course title:	TAX SYSTEM AND EU
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061364
Koda učne enote na članici/UL Member course code:	2025

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			88	60	6

Nosilec predmeta/Lecturer: Maja Klun

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev .	No prerequisites.
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Vsebina:	Content (Syllabus outline):
<ol style="list-style-type: none">1. Organizacija in naloge davčne uprave v okviru sodelovanja z EU2. Nacionalni davčni sistemi3. Evropska pogodba in določbe povezane z davki4. Davčna politika EU v povezavi s prostim pretokom blaga, storitev in kapitala5. Smernice EU povezane z davki6. Harmonizacija neposrednih davkov7. Harmonizacija posrednih davkov8. Sodišče EU in obdavčenje9. Primeri odločitev sodišča EU – študije primerov10. Davčni nadzor in sodelovanje v EU11. Davčno utajevanje in davčne oaze12. Ukrepi zoper škodljivo davčno konkurenco v EU	<ol style="list-style-type: none">1. Organization and Task of Tax Administration and cooperation in EU2. National tax systems3. EU agreement and articles connected to taxation4. Tax policy in EU and free movement of goods, services and capital5. EU Directives and taxation6. Direct taxation and tax harmonization in EU7. Indirect taxation and tax harmonization8. European court and taxation9. Case study law and taxation10. Tax audit and cooperation inside EU11. Tax evasion and tax haven12. Harmful tax competition in EU

Temeljna literatura in viri/Readings:

1. Mirrlees et al. (2011), Tax By Design: The Mirrlees Review, Oxford University Press,

2. European Tax and Customs Union (2021). Data on taxation in EU. Dostopno na http://ec.europa.eu/taxation_customs/taxation/gen_info/economic_analysis/index_en.htm

3. OECD (2021). Revenue Statistics 1965-2020. The initial impact of COVID-19 on OECD tax revenues; Dostopno na: <http://www.oecd.org/tax/>

Cilji in kompetence:	Objectives and competences:
<p>Student:</p> <ul style="list-style-type: none"> • Ovrednoti delovanje davčnega sistema v okvirih Evropske unije • Presodi suverenost držav pri izvajanju davčne politike • Preveri harmonizacijo davkov v EU • Problemizira in analizira vpliv odločitev evropskega sodišča na davčno politiko držav članic ter • Utemelji ukrepe proti davčnim utajam in škodljivi davčni konkurenci. <p>Kompetence</p> <ul style="list-style-type: none"> • sposobnost razumevanja kompleksnejših vprašanj, problemov in vsebin davčnega sistema v okvirih EU • sposobnost kreativnega razmišljanja in apliciranja novih spoznanj • presojanje različnih ureditev davčnega sistema v EU in svetu • sposobnost analize, sinteze in evalvacije davčne politike v primerjavi s tujino • razumevanje in presojanje razlik davčnih ureditev v svetu, • sposobnost odločanja 	<p>Student:</p> <ul style="list-style-type: none"> • evaluate tax system in the framework of EU, • argue issues of sovereignty of national tax policy • generalise tax harmonization in EU • critically evaluate the impact of European court of justice on national tax policy • ground measures against tax evasion and harmful tax competition <p>Competences</p> <ul style="list-style-type: none"> • to feel confident in approaching complex questions, problems and content of tax systems in EU • creative thinking and application of new knowledge, • evaluate different systems of taxation in EU and in the world • analyze, synthesize and evaluate tax policies • understand and critically evaluate differences in tax systems • ability to make a decisions

Predvideni študijski rezultati:	Intended learning outcomes:
<ul style="list-style-type: none"> • Študent bo zmožen razumeti in presojeti novosti na področju davčnega sistema v okvirih EU. • Študent bo znal interpretirati odločitve evropskega sodišča v davčnih zadevah. • Študent bo sposoben zbrati in interpretirati ustrezne podatke, ki so potrebni za oblikovanje presoj, vključno z razmislekom o tem kako zadeve izboljšati ali nadgraditi. 	<ul style="list-style-type: none"> • Student will be able to understand and evaluate developments in tax system inside EU framework. • Student will be able to interpret EJC decisions in the field of taxation. • Student will be able to collect and interpret data important for decision making, together with proposals for improvements and upgrades.

Metode poučevanja in učenja:	Learning and teaching methods:
<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. medpredmetno povezovanje 6. študija primera 7. problemsko učenje 8. seminarska naloga 	<ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. intercurricular collaboration 6. case study 7. problem based learning 8. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. ustni ali pisni izpit	50,00 %	1. oral or written exam

2. seminarsko delo (npr. seminarska naloga ali študija primera ali problemska naloga)	50,00 %	2. seminar work (seminar workpaper or/and case study or problem based learning)
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Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> <li data-bbox="165 342 1417 566">1. KLUN, Maja, KOVAČ, Polonca. The impact of the case-law of the Court of Justice of the European Union on the imposition of excise duties and taxation regulation in Slovenia. V: MAČZYŃSKI, Dominik (ur.). <i>The impact of CJEU case-law on excise duty regulations in selected EU member states</i>, (Adam Mickiewicz University Law Books, no. 17). Wydanie 1. Poznań: Wydawnictwo Naukowe UAM. 2021, str. 167-180. KLUN, Maja. Upravljanje fiskalne politike. V: STARE, Janez (ur.), PEČARIČ, Mirko (ur.). <i>Znanost o javni upravi</i>, (Zbirka znanstvenih monografij Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo. 2021, str. 251-265. <li data-bbox="165 573 1417 667">2. 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, 223-224
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DAVČNO PROCESNO PRAVO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	DAVČNO PROCESNO PRAVO
Course title:	TAX PROCEDURAL LAW
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061362
Koda učne enote na članici/UL Member course code:	2023

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			88	60	6

Nosilec predmeta/Lecturer: Polonca Kovač

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Pomen, vrste in viri javnih dajatev in inovativne davčne (procesne) regulacije v javnem upravljanju.
2. Viri davčnega procesnega prava, subsidiarna raba. Evropeizacija na davčnem in carinskem področju: predpisi in sodna praksa.
3. Opredelitev davkov kot javnopravnih obveznosti in njihovo učinkovito pobiranje v javnem interesu, skladnost in davčna vrzel, odprava administrativnih ovir, alternativno reševanje davčnih sporov.
4. Davčni postopki kot primer posebnega upravnega postopka in ustavno enako varstvo pravic s primeri iz sodne prakse EU in RS.
5. Vrste in pravna narava aktov v davčnem postopku. Zavezujoče informacije, APA sporazumi, statusi, informativni izračun dohodnine, EUL itd.

Content (Syllabus outline):

1. Significance, types and sources of public revenues and innovative tax (procedural) regulation within public governance.
2. Sources of tax procedure law, subsidiary use. Europeanization in tax and customs field: regulation and case law.
3. Definition of taxes and their efficient collection within public law, based on public interest, tax compliance and tax gap, red tape removal, alternative dispute resolution in tax matters.
4. Tax procedures as special administrative procedures and constitutional equal protection of rights with case-law in the EU and Slovenia.
5. Acts issued in tax procedures and their legal nature. Advance rulings, advance price agreements, special statutes, prefilled tax returns, single administrative document, etc.

<ol style="list-style-type: none"> 6. Temeljna načela davčnih postopkov (zakonitost, materialna resnica, sorazmernost etc.) 7. Davčna transparentnost, mednarodno sodelovanje v davčnih zadevah v EU, izmenjava informacij. 8. Vrste davčne obveznosti in načini njihove izpolnitve (obračun, odtegljaj, napoved in odmerna odločba, samoprijava). 9. Udeleženci v davčnih postopkih in njihov procesni položaj. Davčni organ, zavezanci za davek, davčni svetovalci, stranski udeleženci v evropski teoriji in sodni praksi. 10. Faze in posebne značilnosti davčnih in carinskih postopkov (od začetka postopka, vročanja, e-poslovanja do pravnih sredstev) ter dohodninski postopek (informativni izračun, ugovor, roki). 11. Carinsko procesno pravo EU s primeri posebnih postopkov. 12. Pomen in tek davčnega inšpiciranja ter druge oblike davčnega nadzora; načela, viri in sredstva davčne izterjave. 	<ol style="list-style-type: none"> 6. Fundamental principles of tax procedures (lawfulness, material truth, proportionality, etc.). 7. Tax transparency, international cooperation in tax matters in the EU; information exchange. 8. Forms of tax obligations and ways of their fulfilment (declaration, withholding, tax return and assessment, voluntary disclosure). 9. Participants in tax proceedings and their procedural position. Tax authority, taxpayers, tax consultants, affected persons in European theory and case-law. 10. Phases and special characteristics of tax and customs proceedings (initiation, notification, e-communication, remedies). Personal income tax proceeding (return, remedies, deadlines). 11. The EU customs procedure law with selected special proceedings. 12. Significance and conduct of of tax inspection and other forms of tax audit; principles, sources and means of tax enforcement.
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Temeljna literatura in viri/Readings:

<ol style="list-style-type: none"> 1. Kovač, P. (ur.) (2021). Davčno pravo med teorijo in prakso s komentarjem 70.-90. člena ZDavP-2. Ljubljana: Uradni list RS. 2. Pistone, P. (2020). Tax Procedures. Amsterdam: IBFD. 3. Jerovšek, T., Kovač, P. (2008). Posebni upravni postopki. Ljubljana: Fakulteta za upravo, izbranih 80 str. 4. Podlipnik, J., v Avbelj, M. (2019). Komentar Ustave RS (člen 147). NG: NU, EPF., izbranih 20 str. 5. Kovač, P. (2020): Novejša sodna praksa o statusih in položajih strank v davčnih postopkih. PiD 46, 2, 276-293. 6. Kovač, P. (2018). The potentials and limitations of tax dispute prevention and alternative resolution mechanisms. Zbornik PF Sveučilišta u Rijeci, vol. 39, br. 4, str. 1505-1531. https://hrcak.srce.hr/file/318665 7. Kovač, P., Jovanović, T. (2017): Ensuring tax stability through advance rulings in (Slovene) practice. V: Radić, Ž et al., The legal challenges of modern world,, Book of proceedings. 337-347, http://www.esd-conference.com/upload/book_of_proceedings/esd_Book_of_Proceedings_Split_2017_doc_Online.pdf. 8. Langenmayr, D. (2017): Voluntary Disclosure of Evaded Taxes, CESifo Working Paper, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2607956 9. Kovač, P. (2014): Tax Procedure Law within the Reduction of Administrative Burdens. IPAR, 8(1-2). http://uprava.fu.uni-lj.si/index.php/CEPAR/article/view/265 10. Nykel, W., Set, M., et al. (2009). Protection of taxpayer's rights: European, international and domestic tax law perspective. Warszawa: Oficyna a Wolters Kluwer, izbranih 50 str. 11. Babšek, M., Kovač, P. (2021). Informativni izračun kot pravni presadek: od dohodnine do socialnih pravic. vol. 47, št. 1, str. 19-39. 12. Letna poročila FURS, http://www.fu.gov.si/o_financni_upravi/letna_porocila/ in gradiva z gostujočih predavanj v spletni učilnici.

Cilji in kompetence:

<p>Cilji</p> <ul style="list-style-type: none"> • kritično razumevanje vloge davkov in davčnih postopkov v javnem upravljanju • razumevanje in vrednotenje ter predlaganje izboljšav davčnoprocenega prava z uravnoteženjem učinkovitosti in demokratičnosti v EU in RS, vključno z enakim varstvom pravic • usposobljenost za razlago pomena in vsebin temeljnih davčnoprocenih načel ter njihove 	<p>Objectives</p> <ul style="list-style-type: none"> • critical understanding of the role of taxes and tax procedures in public governance • understanding and assessment and innovative improvement of tax procedural law by balancing efficiency and democracy in the EU and Slovenia, including equal protection of rights • ability to interpret meaning and contents of fundamental tax procedural principles and their
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<p>uporabe v konkretnih primerih z analizo izbranih davčnih institutov</p> <ul style="list-style-type: none"> • razumevanje in evalvacija posebnosti davčnih postopkov • razvijanje mreženja, skupinskega dela, nastopanja in javne argumentacije, etike ter davčne kulture <p>Kompetence</p> <ul style="list-style-type: none"> • sposobnost inovativnega, prek disciplinarnega in kritičnega vrednotenja davčne regulacije in davčnoprocenke statistike • zmožnost avtonomnega reševanja davčnoprocenkih problemov skozi ustavna in davčna načela • sposobnost refleksije in kritične analize ter pravnoetične presoje • zmožnost konstruktivno mrežiti in delovati v skupini ter javno zagovarjati stališče • obvladanje strokovne terminologije v slovenskem in angleškem jeziku 	<p>application in concrete cases by analysis of selected tax institutes</p> <ul style="list-style-type: none"> • understanding and evaluation of tax procedures specifics • development of networking, team work, public communication and argumentation, ethics and tax culture <p>Competences</p> <ul style="list-style-type: none"> • ability to innovatively, cross disciplinary and critically assess tax regulation and tax statistics • ability to autonomously resolve tax procedural problems through constitutional and tax principles • ability to reflect and preform legal and ethical evaluation • ability to constructively network and cooperate in a team and publicly argue • ability to use professional terminology in Slovenian and English
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Predvideni študijski rezultati:

<p>Študent zna:</p> <ul style="list-style-type: none"> • pojasniti in razvijati inovativno vlogo davčnega procesnega prava v dobrem javnem upravljanju • povzeti in razčleniti temeljna davčno-procesna načela v EU in Sloveniji • analizirati in vrednotiti skladnost posebnih davčnih pravil glede na ustavno enako varstvo pravic • kategorizirati različne davčne postopke in pravila za določeno razmerje • javno argumentirati rešitev izbranega davčno-procesnega problema
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Intended learning outcomes:

<p>Student knows how to:</p> <ul style="list-style-type: none"> • explain and develop the innovative role of tax procedural law within good public governance • summarize and analyze fundamental tax procedural principles in the EU and Slovenia • analyze and assess compliance of special tax rules regarding constitutional equal protection of rights • categorize various tax procedures and rules for certain relation • publicly argue solution of a selected tax procedural problem
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. skupinska seminarska naloga (analiza literature in primerov iz prakse, statistična in primerjalna analiza, raziskava s terenskim delom, pro et contra debate) 6. problemsko učenje 7. konzultacije 8. gostujoče predavanje iz prakse
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Learning and teaching methods:

<ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. group seminar paper (analysis of literature and cases, statistics and comparative analysis, research field work, pro et contra debate) 6. problem based learning 7. study consultation 8. guest lecture from practice
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Načini ocenjevanja:

Delež/Weight

Assessment:

1. pisni in/ali ustni izpit	60,00 %	1. written and/or oral examination
2. sprotne naloge in aktivno sodelovanje na predavanjih in seminarjih	10,00 %	2. interim assignments and active collaboration within lectures and seminars
3. skupinska analiza argumentacija študije primera z debato skozi simulacijo ustavnosodnega spora	30,00 %	3. group analysis argumentation of case study with a debate through a simulation of a constitutional dispute

Reference nosilca/Lecturer's references:

1. Kovač, P. (ur.) (2021). Davčno pravo med teorijo in prakso s komentarjem 70.-90. člena ZDavP-2. Ljubljana: Uradni list RS.
2. Kovač, P., v Jerovšek, T. et al. (2008). Zakon o davčnem postopku s komentarjem. Ljubljana: Davčno-izobraževalni inštitut; Maribor: Davčni inštitut.
3. Kovač, P. (2020): Novejša sodna praksa o statusih in položajih strank v davčnih postopkih. PiD 46, 2, 276-29
4. Babšek, M., Kovač, P. (2021). Informativni izračun kot pravni presadek: od dohodnine do socialnih pravic. PiD 47, 1, 19-39
5. Ravšelj, D., Kovač, P., Aristovnik, A. (2019). Tax-related burden on SMEs in the European Union: the case of Slovenia. Mediterranean journal of social sciences, vol. 10, no. 2, str. 69-79.
6. Kovač, P. (2018). The potentials and limitations of tax dispute prevention and alternative resolution mechanisms. Zbornik Pravnog fakulteta Sveučilišta u Rijeci, vol. 39, br. 4, str. 1505-1531.
7. Kovač, P., Kerševan, E. (ur.) (2020). ZUP s komentarjem. Ljubljana: Uradni list RS in PF UL.

EKONOMIKA IN ANALIZA POSLOVANJA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	EKONOMIKA IN ANALIZA POSLOVANJA
Course title:	ECONOMICS AND BUSINESS ANALYSIS
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061332
Koda učne enote na članici/UL Member course code:	2013

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			88	60	6

Nosilec predmeta/Lecturer: Stanka Setnikar Cankar

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

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. Neproračunski 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

Content (Syllabus outline):

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:

1. SETNIKAR-CANKAR, Stanka, PETKOVŠEK, Veronika. Sistem zdravstvenega varstva v Sloveniji in izbranih članicah EU ter javno-zasebno partnerstvo v zdravstvu. V: VINTAR, Mirko (ur.), KLUN, Maja

(ur.), KUHELJ, Alenka (ur.). *Primerjalni pogled na delovanje izbranih področij javnega sektorja v Sloveniji*, (Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo, 2012, str. 55-84, ilustr.

2. PETKOVŠEK, Veronika, SETNIKAR-CANKAR, Stanka. *Ekonomika zdravstva: orodje za merjenje učinkovitosti na področju zdravstva v Sloveniji = Health care economics : impact assessment toolkit for measuring the health care efficiency in Slovenia*. 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. 75-93, ilustr.
3. VITEZIČ, Neda, ŠEGOTA, Alemka, SETNIKAR-CANKAR, Stanka. *Measuring the efficiency of public health services by DEA*. *Mednarodna revija za javno upravo*, ISSN 2335-3414. [Tiskana izd.], dec. 2016, letn. 14, št. 4, str. 27-48, tabele, doi: [10.17573/ipar.2016.4.02](https://doi.org/10.17573/ipar.2016.4.02).
4. PETKOVŠEK, Veronika, PEVCIN, Primož. *Institutional effects of public-private partnership act on the status of municipal public enterprises in Slovenia*. V: ARSENIJEVIČ, Olja (ur.), et al. *Odgovorna organizacija : (konferenčni zbornik)*, 36th International conference on organizational science development: Responsible organization, Portorož, March 22nd - 24th, 2017. Maribor: Univerzitetna založba Univerze, 2017, str. 719-727.
5. SETNIKAR-CANKAR, Stanka, PETKOVŠEK, Veronika. *Introducing changes and measuring employee satisfaction*. V: NEMEC, Juraj (ur.), VRIES, Michiel S. de (ur.). *Implementation of new public management tools : experiences from transition and emerging countries*, (Public administration today, ISSN 2294-5970). Bruxelles: Bruylant, 2015, str. 179-192, ilustr.
6. SETNIKAR-CANKAR, Stanka, CANKAR, Franc, DEUTSCH, Tomi, PETKOVŠEK, Veronika. *The impact of social and economic factors on the academic performance of youth in Slovenia*. 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. 661-679, doi: [10.4335/13.2.661-679\(2015\)](https://doi.org/10.4335/13.2.661-679(2015)).
7. Knight, L., Harland, C., Telgen, J., Thai, V., K., Callender, G., McKen, K., (2012). *Public Procurement: International Cases and Commentary*. Oxon. (izbrana poglavja).
8. Torugsa, N.A. & Arundel, A. (2016). *Complexity of Innovation in the public sector: A workgroup-level analysis of related factors and outcomes*, *Public Management Review*, 18(3), 392-416, DOI: 10.1080/14719037.2014.984626.
9. Brezovnik, B., Oplotnik, Ž.J. & Vojinović, B. (2015). (De)Centralization of Public Procurement at the Local Level in the EU. *Transylvanian Review of Administrative Sciences*, No. 46 E/2015, pp. 37-52
10. 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 in poveže teoretične osnove ekonomike javnega sektorja in financiranja v pogojih tržne ekonomije,
- 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,
- se seznani s primeri dobrih praks analiz in ekonomike poslovanja v javnem sektorju doma in v tujini.

Kompetence

Študent:

Objectives and competences:

OBJECTIVES

Student:

- discovers and links the theoretical basics of economics and public sector financing in the conditions of market economy,
- 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.
- acquaints himself with good practices of economics and business analysis in public sector at home and abroad.

Competences

Student:

<ul style="list-style-type: none"> • je sposoben samostojno uporabiti pridobljeno znanje pri reševanju vprašanj oz. problemov iz prakse, • 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. 	<ul style="list-style-type: none"> • 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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<p>Predvideni študijski rezultati:</p> <p>Študent:</p> <ul style="list-style-type: none"> • samostojno uporabi pridobljeno znanje in razumevanje teorije na praktičnih primerih poslovanja organizacij javnega sektorja, • rešuje probleme v novih razmerah in išče originalne rešitve za zagotavljanje dodatnih virov za financiranje dejavnosti in podjetniškega delovanja organizacij javnega sektorja, • presoja o predvidljivih posledicah določenih ukrepov na področju financiranja v pogojih tržne ekonomije ob upoštevanju različnih kriterijev, • razvije komunikacijo in sporočanje določenih dejstev ter utemelji odločitve, • povezuje in primerja različne rešitve poslovanja javnega sektorja doma in v drugih tržnih ekonomijah. 	<p>Intended learning outcomes:</p> <p>Student:</p> <ul style="list-style-type: none"> • independently applies the acquired knowledge and understanding of the theory in practice in the field of organization's business in public sector, • solves problems in new situations and look for original solutions for providing additional resources to finance performance and entrepreneurial activities of public sector organizations, • assesses the foreseeable consequences of certain actions in the field of financing in the conditions of market economy at considering different criteria, • develops communication and reporting of certain facts and justifies decisions, • links and compares different solutions of business in public sector at home and in other market economies.
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<p>Metode poučevanja in učenja:</p> <ol style="list-style-type: none"> 1. Priprava študenta na predavanja 2. Predavanje 3. Priprava študenta na seminar 4. Seminar 5. Študija primera 6. Seminarska naloga 	<p>Learning and teaching methods:</p> <ol style="list-style-type: none"> 1. Student preparations for lectures 2. Lecture 3. Student preparations for seminar 4. Seminars 5. Case study 6. Seminar paper
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<p>Načini ocenjevanja:</p> <p>Način (pisni izpit, ustno izpraševanje, naloge, projekt):</p>	<p>Delež/Weight</p>	<p>Assessment:</p> <p>Type (examination, oral, coursework, project):</p>
- Seminarska naloga	20,00 %	- Seminar paper
- Pisni ali ustni izpit	80,00 %	- Written or oral exam

<p>Reference nosilca/Lecturer's references:</p> <ol style="list-style-type: none"> 1. SETNIKAR-CANKAR, Stanka, PETKOVŠEK, Veronika. Sistem zdravstvenega varstva v Sloveniji in izbranih članicah EU ter javno-zasebno partnerstvo v zdravstvu. V: VINTAR, Mirko (ur.), KLUN, Maja (ur.), KUHELJ, Alenka (ur.). <i>Primerjalni pogled na delovanje izbranih področij javnega sektorja v Sloveniji</i>, (Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo, 2012, str. 55-84, ilustr. 2. SETNIKAR-CANKAR, Stanka (2008). The Slovenian approach to regionalisation and decentralisation: some open questions. V: SETNIKAR-CANKAR, Stanka (ur.), ŠEVIC, Željko (ur.). <i>Decentralisation and regionalisation : the Slovenian experience in an international perspective</i>. Greenwich University Press, London; Fakulteta za upravo, Ljubljana, str. 319-335.

3. SETNIKAR-CANKAR, Stanka, BRACEK, Alenka (2009). Privatization and accreditation of higher education - the case of Slovenia. V: VINTAR, Mirko (ur.), PEVCIN, Primož (ur.). *Contemporary issues in public policy and administrative organisation in South East Europe*, (Administrative thought). Fakulteta za upravo, Ljubljana, str. 50-70.
4. SETNIKAR-CANKAR, Stanka, CANKAR, Franc, DEUTSCH, Tomi, PETKOVŠEK, Veronika. The impact of social and economic factors on the academic performance of youth in Slovenia. 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. 661-679.
5. SETNIKAR-CANKAR, Stanka, SELJAK, Janko, PETKOVŠEK, Veronika (2010). Awarding work to external contractors in Slovenian municipalities. V: SETNIKAR-CANKAR, Stanka (ur.), PEVCIN, Primož (ur.). *Public administration role in social and economic transformation in south-east Europe*, (Upravna misel). Fakulteta za upravo, Ljubljana, str. 23-39.
6. SETNIKAR-CANKAR, Stanka (2011). Slovenia in transition : decentralization as a goal. V: LOUGHLIN, John (ur.), HENDRIKS, Frank (ur.), LINDSTRÖM, Anders (ur.). *The Oxford handbook of local and regional democracy in Europe*. Oxford; Oxford University Press, New York, str. 642-663.

EKONOMSKA ANALIZA V JAVNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	EKONOMSKA ANALIZA V JAVNI UPRAVI
Course title:	ECONOMIC ANALYSIS IN PUBLIC ADMINISTRATION
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061320
Koda učne enote na članici/UL Member course code:	2002

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: Aleksander Aristovnik

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	No prerequisites.
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Vsebina:

1. Mikroekonomski koncept narodnega gospodarstva in javna uprava
2. Osnove tržnega gospodarstva, tržne pomanjkljivosti in (ne)učinkovitost
3. Vloga države in oblike njene intervencije
4. Analiza regulacije in administrativnih ovir/bremen
5. Ekonomika javne izbire
6. Analiza stroškov/koristi v javni upravi
7. Makroekonomski koncept narodnega gospodarstva in javna uprava
8. Gospodarski cikli in stabilizacijska politika
9. Trg dela in javna uprava
10. Ekonomika blaginje
11. Analiza javnih izdatkov
12. Ekonomske posledice reforme javne uprave

Content (Syllabus outline):

1. Microeconomic concept of the national economy and public administration
2. Fundamentals of the market economy, market failures and (in) efficiency
3. The role of the state and its forms of intervention
4. Analysis of regulatory and administrative barriers/burdens
5. Public choice
6. Cost/benefit analysis in public administration
7. The macroeconomic concept of the national economy and public administration
8. Economic cycles and stabilization policy
9. Labor market and public administration
10. Economics of welfare
11. Analysis of public expenditure
12. Economic impact of public administration reform

Temeljna literatura in viri/Readings:

1. Mankiw, N. G. (2015). *Principles of microeconomics*. Cengage Learning. 7th Edition (izbrana poglavja) 85 str.
2. Stiglitz, J. E., & Rosengard, J. K. (2015). *Economics of the Public Sector: Fourth International Student Edition*. WW Norton & Company. (izbrana poglavja) 70 str.
3. Ehrenberg, R. G., & Smith, R. S. (2016). *Modern labor economics: Theory and public policy*. Routledge. (izbrana poglavja) 35 str.
4. Mankiw, N. G. (2014). *Principles of macroeconomics*. Cengage Learning. 7th Edition (izbrana poglavja) 55 str.
5. Weimer, D. L., & Vining, A. R. (2015). *Policy analysis: Concepts and practice*. Routledge. (izbrana poglavja) 45 str.
6. Shah, A. (2005). *Public expenditure analysis*. World Bank Publications. (izbrana poglavja) 40 str.
7. Aktualni domači in tuji članki in gradiva

Cilji in kompetence:

Cilji:

- študent spozna mikro- in makroekonomske razloge obstoja in delovanja javne uprave
- študent analizira vpliv državne intervencije na delovanje gospodarstva
- študent spozna različne pristope in orodja analiziranja ekonomskih posledic delovanja javne uprave in javnih politik
- študent analizira kompleksne ekonomske probleme delovanja javne uprave
- študent zna rešiti ekonomske probleme s področja javne uprave in poišče tudi različne načine njihovega reševanja

Kompetence:

- študent bo zmožen orientacije v sistemu ekonomskih pojmov v okviru javne uprave in javnih politik
- študent bo obvladal razumevanje ekonomskih pojavov v javni upravi na mikro in makro nivoju
- študent bo sposoben razumevanja ekonomske vsebine in analize delovanja narodnega gospodarstva ter njegove povezanosti z javno upravo in javnimi politikami
- študent bo sposoben razložiti in primerjati ukrepe javnih politik
- študent bo sposoben povezovati in prenašati pridobljeno znanje v prakso

Objectives and competences:

1. Objectives:

1. student understands the micro- and macro-economic reasons for the existence and functioning of public administration
2. student analyzes the impact of state intervention in the functioning of the economy
3. student understands the different approaches and tools to analyze the economic consequences of public administration and public policy
4. student analyzes complex economic problems of public administration
5. student is able to solve the economic problems in the field of public administration and look for different ways of solving them

Competencies:

- students will be able guidance system of economic concepts in the context of public administration and public policy
- student will understand the economic phenomena in public administration at the micro and macro level
- students will be able to understand the economic content and analysis of the functioning of the national economy and its relationship with the public administration and public policy
- students will be able to explain and compare the actions of public policies
- students will be able to connect and transfer the acquired knowledge into practice

Predvideni študijski rezultati:

Študent je sposoben/zmožen:

- samostojno uporabiti pridobljeno znanje pri reševanju vprašanj oz. problemov iz prakse
- obravnavati določeno kompleksno ekonomsko vprašanje oz. problem, ga strokovno obdelati ter ugotovitve posredovati drugim
- analizirati smiselnost in posledice državne intervencije v gospodarstvu
- kritično presoditi in ovrednotiti odločitve in ukrepe v gospodarstvu, družbenih institucijah in politiki
- samostojno analizirati dogajanje v gospodarstvu, družbenih institucijah in politiki

Intended learning outcomes:

• Student is able/capable:

- independently apply this knowledge in solving issues or. problems in practice
- address a specific issue or a complex economic. problem, the professional process and findings shared with other
- to analyze the meaning and consequences of state intervention in the economy
- critically assess and evaluate the decisions and actions in the economy, social institutions and policies
- independently analyze developments in the economy, social institutions and policies

Metode poučevanja in učenja:	Learning and teaching methods:
1. priprava na predavanja	1. preparations for lectures
2. predavanje	2. lecture
3. priprava na seminar	3. preparations for seminars
4. seminar	4. seminars
5. e-učenje	5. e-learning
6. študija primera	6. case study
7. seminarska naloga	7. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni in/ali ustni izpit	80,00 %	1. written and/or oral exam
2. seminarsko delo in zagovor dela	20,00 %	2. seminar work and oral exam

Reference nosilca/Lecturer's references:

1. MENCINGER, Jernej, ARISTOVNIK, Aleksander, VERBIČ Miroslav (2017). Asymmetric effects of fiscal policy in EU and OECD countries. <i>Economic Modelling</i> , vol. 61, str. 448-46
2. ARISTOVNIK, Aleksander, OBADIĆ, Alka (2015). The impact and efficiency of public administration excellence on fostering SMEs in EU countries. <i>Amfiteatru economic</i> , vol. 17, no. 39, str. 761-774.
3. MENCINGER, Jernej, ARISTOVNIK, Aleksander, VERBIČ, Miroslav (2015). Revisiting the role of public debt in economic growth : the case of OECD countries. <i>Inžinerina ekonomika</i> , vol. 26, no. 1, str. 61-66.
4. ARISTOVNIK, Aleksander, SELJAK, Janko, MENCINGER, Jernej (2013). Relative efficiency of police directorates in Slovenia : a non-parametric analysis. <i>Expert systems with applications</i> , vol. 40, iss. 2, str. 820-827.
5. ARISTOVNIK, Aleksander (2012). The relative efficiency of education and R&D expenditures in the new EU member states. <i>Journal of business economics and management</i> , vol. 13, no. 5, str. 832-848.

EVROPSKE JAVNE FINANCE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	EVROPSKE JAVNE FINANCE
Course title:	EUROPEAN PUBLIC FINANCE
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Javno upravljanje in EU (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061339
Koda učne enote na članici/UL Member course code:	2021

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			88	60	6

Nosilec predmeta/Lecturer: Maja Klun

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:	Content (Syllabus outline):
<ol style="list-style-type: none">1. Razvoj Evropskega finančnega sistema2. Proračunski izzivi širitve EU3. Evropski finančni okvir4. Proračunska poraba EU5. Načela evropskega proračuna6. Postopek sprejemanja EU proračuna7. Struktura prihodkov EU proračuna8. Struktura odhodkov EU proračuna9. Izvrševanje proračuna EU10. Notranji in zunanji nadzor11. Operacije izven proračuna12. Povezanost evropskega in nacionalnih proračunov	<ol style="list-style-type: none">1. The development of the EU financial system2. EU enlargement and budget challenges3. EU and financial framework4. Community expenditure framework5. The principles of EU budget6. Budgetary procedure7. Structure of EU budget revenues8. Structure of EU budget expenditures9. Implementation of the EU budget10. Internal and external control11. Operations outside the budget12. Relationship between national and EU budgets

Temeljna literatura in viri/Readings:

1. European Commission. (2014). European Union Public Finance. 5th ed. Office for Official Publication of the European Communities, Luxembourg.

2. De Feo, Alfredo in Laffan Brigid (ur) (2016). Eu own resources: Momentum for a reform? European University Institute. Dostopno na http://cadmus.eui.eu/bitstream/handle/1814/39112/Ebook_RSCAS_2016.pdf?sequence=6&isAllowed=y
3. Aktualni članki in statistika s področja evropskega finančnega okvira (seznam na predavanjih)

Cilji in kompetence:	Objectives and competences:
<p>Student:</p> <ul style="list-style-type: none"> • utemelji mehanizme evropskega javnega financiranja • oceni postopke in procese v izvajanju evropskih javnih financ • presodi učinkovitost zbiranja in razdeljevanje prihodkov EU proračuna • razčleni instrumente prerasporejanja javnofinančnih sredstev glede na namene • primerja proračun EU glede na različne vidike (časovni, povezanosti med nacionalnim in evropskim) <p>Kompetence</p> <ul style="list-style-type: none"> • zmožnost samostojnega raziskovalnega dela • sposobnost nastopanja, • sposobnost kreativnega razmišljanja in apliciranja novih spoznanj • sposobnost argumentiranja predstavljenih rešitev strokovni javnosti, • sposobnost razumevanja instrumentov in mehanizmov Evropskih javnih financ, • sposobnost ocenjevanja in obvladovanja ekonomskih politik povezanih z evropskimi javnimi financami 	<p>Students:</p> <ul style="list-style-type: none"> • argue mechanisms of European public financing • evaluate procedure and processes of European public finance • critically evaluate collection and distribution of EU budget revenues • analyse instruments of distribution of public revenues to different policies • compare EU budgets historically, in connection to national budgets <p>Competences</p> <ul style="list-style-type: none"> • ability for independent research work • ability to perform • creative thinking and application of gained knowledge • to argue and to present results to interesting public • to understand instruments and mechanisms EU public finance • to evaluate and conduct economic policies connected to EU public financing

Predvideni študijski rezultati:	Intended learning outcomes:
<ul style="list-style-type: none"> • Študenti bodo zmožni razumeti razvoj in pomen EU javnih financ • Študenti bodo poznali delovanje mehanizmov EU proračuna • Študenti bodo sposobni argumentirati različne namene evropske proračunske porabe • Študenti bodo znali kritično presojeti evropski proračunski proces in z njim povezane politike 	<ul style="list-style-type: none"> • Students will understand the development and importance of EU public finance • Students will know the functioning of mechanisms of community's public finance • Students will be able to argue different purposes of EU budget expenditure • Students will critically evaluate EU budget process in related public policies

Metode poučevanja in učenja:	Learning and teaching methods:
<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. študija primera 6. problemsko učenje 7. seminarska naloga 	<ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. case study 6. problem based learning 7. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni ali ustni izpit	60,00 %	1. written or oral exam
2. seminarska delo (projektne naloge, seminarska naloga) in zagovor dela	40,00 %	2. seminar work (project work, seminar workpaper) and presentation

Reference nosilca/Lecturer's references:

1. STANIMIROVIĆ, Tatjana, KLUN, Maja. Gender budgeting in Slovenia - approaches, achievements, and complexities. *Public money & management*, ISSN 0954-0962, 2021, vol. 41, iss. 7, str. 548-553.
2. 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, 223-224.
3. BRONIĆ, Mihaela, JERINIĆ, Jelena, KLUN, Maja, OTT, Katarina, RAKAR, Iztok. Local public finance regulation in Southeast Europe: a comparison of Slovenia, Croatia and Serbia. V: GEISLER, René (ur.), HAMMERSCHMID, Gerhard (ur.), RAFFER, Christian (ur.). *Local public finance : an international comparative regulatory perspective*. Cham: Springer. cop. 2021, str. 91-107.

INFORMACIJSKA TEHNOLOGIJA V JAVNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	INFORMACIJSKA TEHNOLOGIJA V JAVNI UPRAVI
Course title:	INFORMATION TECHNOLOGIES IN PUBLIC ADMINISTRATION
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code: 0576571

Koda učne enote na članici/UL Member course code: 2004

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

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.

Prerequisites:

No prerequisites.

Vsebina:

1. Definicije in zgodovinski kontekst uvajanja IT v javni upravi, e-uprava
2. Fazni modeli uvajanja in razvoja e-uprave
3. Nacionalne strategije e-uprave
4. Učinki IT in vrednotenje e-uprave
5. Mednarodni okviri za vrednotenje e-uprave
6. Digitalni razkorak
7. Upravljalni pristop k vpeljavi IT v javni upravi
8. Portali »vse na enem mestu«
9. Interoperabilnostni okviri e-uprave
10. Participativni pristop k vpeljavi IT v javni upravi
11. E-participacija in e-vodenje
12. Odprta uprava in odprti podatki

Content (Syllabus outline):

1. Definitions, historical context of introducing IT in public administration, e-government
2. E-government stage models
3. E-government national strategies
4. Effects of IT and evaluating e-government
5. International frameworks for evaluating e-government
6. Digital divide
7. Managerial approach to introducing IT in public administration
8. One-stop-shop portals
9. E-government interoperability frameworks
10. Participative approach to introducing IT in public administration
11. E-participation and e-governance
12. Open government and open data

Temeljna literatura in viri/Readings:

1. Veit, D., Huntgeburth, J. (2014) *Foundations of Digital Government: Leading and Managing in the Digital Era*. Springer, Berlin. *Izbrana poglavja*, cca. 200 str.
2. Lee, J. (2010) 10 year retrospect on stage models of e-government: a qualitative meta-synthesis. *Government Information Quarterly* 27: 220-230.
3. Rabaiah, A., Vandijck, E. (2009) A strategic framework of e-government: generic and best practice. *Electronic Journal of e-Government* 7(3): 241-258.
4. 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. *Izbrani deli*, cca. 30 str.
5. 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. *Izbrana poglavja*, cca. 80 str.
6. Mugellini, E., Pettenati, M.C., Khaled, O.A., Pirri, F. (2005) eGovernment Service Marketplace: Architecture and Implementation. *E-Government: Towards Electronic Democracy*, Springer: 193-204.

Cilji in kompetence:

Cilji – študent zna:

- brati in razumeti zahtevno strokovno in znanstveno literaturo s področja e-uprave v angleškem jeziku
- uporabiti metodologijo vsebinske analize na korpusu aktualnih znanstvenih člankov in strokovnih besedil s področja e-uprave
- izbrati in uporabljati metodologije za vrednotenje e-uprave
- identificirati in uporabiti ustrezne pristope k strateškemu načrtovanju in uvajanju e-uprave (e-storitev), e-participacije in odprte uprave (odprtih podatkov)
- identificirati dimenzije digitalne ločnice in zasnovati ukrepe za njeno zmanjšanje

Kompetence

- zmožnost primerjalne analize in kritičnega vrednotenja stanja e-uprave na izbranem (geografskem ali organizacijskem) področju v Sloveniji in tujini
- zmožnost prepoznavanja priložnosti za uvedbo in uporabo storitev e-uprave in odprtih podatkov ter sodelovanja pri razvoju ustreznih ukrepov in rešitev
- zmožnost sodelovanja strateškega načrtovanja razvoja e-uprave, e-participacije in odprte uprave

Objectives and competences:

Goals – student:

- reads and understands complex professional and scientific e-government literature in English language
- knows how to use content analysis methodology on the current corpus of scientific and professional articles in the field of e-government
- selects and applies methodologies for the evaluation of e-government
- identifies and applies appropriate approaches to strategic planning and implementation of e-government services (e-services), e-participation and open government (open data)
- identifies the dimensions of the digital divide and designs measures for its reduction

Competencies

- the ability of a comparative analysis and critical assessment of the state of e-government in the chosen (geographical or organizational) field in Slovenia and abroad
- the ability to identify opportunities for the introduction and use of e-government services and open data, together with the ability of participation in the development of appropriate measures and solutions
- the ability to participate in strategic planning of e-government development, e-participation and open government

Predvideni študijski rezultati:

Študent

- pozna, razume in lahko uporablja različne pristope in fazne modele za uvajanje e-uprave, e-participacije in odprte uprave
- pozna, razume in lahko tvori ustrezno strukturo in vsebino strateških dokumentov s področja e-uprave
- pozna, razume in lahko uporablja metodologije za vrednotenje e-uprave

Intended learning outcomes:

Student:

- knows, understands and can use a variety of approaches and models for the deployment of e-government, e-participation and open government
- knows, understands and is able to form a proper structure and content of the strategic documents in the field of e-government
- knows, understands and is able to apply the methodologies for e-government evaluation

<ul style="list-style-type: none"> • zna analizirati in načrtovati ukrepe za odpravljanje digitalne ločnice in uvajanje interoperabilnosti med informacijskimi sistemi v upravi • zna analizirati načrte informacijskih rešitev za uvajanje in izkoriščanje e-storitev ter odprtih podatkov v upravi 	<ul style="list-style-type: none"> • is able to analyze and plan actions to eliminate the digital divide and deployment of interoperability between information systems in administration • is able to analyze plans of IT solutions for the deployment and use of e-services and open data in public administration
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Metode poučevanja in učenja:	Learning and teaching methods:
<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. konzultacije 6. seminarska naloga 	<ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. study consultation 6. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni in/ali ustni izpit	55,00 %	1. written (and/or oral) exam
2. sprotne naloge in aktivno sodelovanje na predavanjih in seminarjih	45,00 %	2. Assignments and active participation in lectures and seminars

Reference nosilca/Lecturer's references:

<ul style="list-style-type: none"> • ZHANG, Rui, HRISTOVSKI, Dimitar, SCHUTTE, Dalton, KASTRIN, Andrej, FISZMAN, Marcelo, KILICOGU, Halil. Drug repurposing for COVID-19 via knowledge graph completion. <i>Journal of biomedical informatics</i>, 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). <i>Scientometrics</i>, 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. <i>Journal of biomedical informatics</i>, 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. <i>Journal of medical systems</i>, 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. <i>Methods of information in medicine</i>, 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. <i>BMC bioinformatics</i>, 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. <i>Information polity</i>, 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. <i>International Review of Administrative Sciences</i>, let. 75, št. 1, str. 117-149.

INOVACIJE V JAVNEM SEKTORJU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	INOVACIJE V JAVNEM SEKTORJU
Course title:	INNOVATIONS IN THE PUBLIC SECTOR
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061367
Koda učne enote na članici/UL Member course code:	2026

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			88	60	6

Nosilec predmeta/Lecturer: Sabina Bogilović

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Pomen inovacij za sodoben in uspešen javni sektor
2. Osnovna terminologija invencijsko-inovacijskega managementa
3. Tehnološki dejavniki inovativnosti
4. Organizacijski dejavniki inovativnosti
5. Tehnike spodbujanja ustvarjalnosti
6. Vrednotenje invencijsko-inovacijskih procesov
7. Zaščita intelektualne lastnine
8. Inovacijske politike v Sloveniji in Evropski uniji
9. Podporne institucije v Sloveniji in Evropski uniji
10. Socialne inovacije v vloga javnega sektorja
11. Pregled inovativnih dosežkov v slovenskem javnem sektorju
12. Prihodnji inovacijski izzivi slovenskega javnega sektorja

Content (Syllabus outline):

1. The importance of innovations for a modern and effective public sector
2. Basic terminology of invention & innovation management
3. Technological factors of innovation
4. Organizational factors of innovation
5. Techniques of creativity promotion
6. Evaluation of invention & innovation processes
7. Protection of intellectual property
8. Innovation policy in Slovenia and the European Union
9. Support institutions in Slovenia and the European Union
10. Social innovations and the role of the public sector
11. A review of innovative developments in the Slovenian public sector

Temeljna literatura in viri/Readings:

1. Ropret, M., Fatur, P., Rodman, K., Likar, B. (2011). Factors of successful innovation in services. *International journal of services technology and management*, 16(3/4), str. 243-26
2. Mulej, M., Fatur, P., Knez Riedl, J., Kokol, A., Mulej, N., Potočan, V., Prosenak, D., Škafar, B., Ženko, Z. (2008). *Invencijsko-inovacijski management z uporabo dialektične teorije sistemov: podlaga za uresničitev ciljev Evropske unije glede inoviranja*. Ljubljana: Institut za inovativnost in tehnologijo.
3. Aristovnik, A., Kovač, P., Stare, J., Todorovski, L. (2016). *Slovenska javna uprava na razpotju strateških sprememb = Slovenian public administration at the crossroads of strategic changes*. Ljubljana: Fakulteta za upravo.
4. Likar, B., Fatur, P. (2006). *Management inovacijskih in RR procesov v EU*. Ljubljana: Institut za inovativnost in tehnologijo.
5. Pollitt, C., Bouckaert, G. (2011). *Public Management Reform: A comparative analysis-new public management, governance, and the Neo-Weberian state*. New York: Oxford University Press.

Cilji in kompetence:

- Cilji**
- Študenti spoznajo inovacijske priložnosti javnega sektorja,
 - študenti razumejo osnovno terminologijo invencijskoinovacijskega managementa,
 - študenti se seznanijo s temeljnimi dejavniki inovativnosti v javnem sektorju,
 - študenti poznajo institucije inovacijskega podpornega okolja,
 - študenti se seznanijo z metodami in tehnikami inovativnega razreševanja izzivov javnega sektorja.
- Kompetence**
- Študenti so zmožni identificirati potrebe po tehnoloških in netehnoloških inovacijah v javnem sektorju,
 - študenti obvladujejo temeljne zakonitosti invencijskoinovacijskih procesov,
 - študenti so sposobni pravilne aplikacije metod in tehnik za kreiranje idej,
 - študenti prepoznajo ustrezne podporne institucije,
 - študenti obvladujejo vrednotenje posameznih faz invencijsko-inovacijskih procesov.

Objectives and competences:

- Objectives**
- Students get to know the innovation opportunities of the public sector,
 - students understand the basic terminology of invention & innovation management,
 - students get acquainted with the fundamental innovation factors of the public sector,
 - students know the institutions of the innovation support environment,
 - students get acquainted with the methods and innovative techniques aimed at addressing the challenges of the public sector.
- Competencies**
- Students are able to identify the needs for technological and non-technological innovations in the public sector,
 - students are able to manage the basic principles of invention & innovation processes,
 - students are able to correctly apply the methods and techniques of idea creation,
 - students are able to identify relevant innovation support institutions,
 - students are able to manage the evaluation of the various stages of invention & innovation processes.

Predvideni študijski rezultati:

- Poznavanje in razumevanje:
- Študent opiše inovacijske izzive in relevantne strokovne pojme invencijskoinovacijskega managementa.
 - Prav tako je sposoben naštet in opisati temeljne tehnološke in organizacijske dejavnike inovativnosti ter prepoznati in razumeti medsebojne povezave med njimi. Uporaba:
 - Študent je sposoben na realnih inovacijskih problemih aplicirati ustvarjalne tehnike ter

Intended learning outcomes:

- Knowledge and comprehension:
The student describes the innovation challenges and relevant concepts of invention & innovation management.
- S/he is also able to set out and describe fundamental technological and organizational factors of innovation as well as recognize and understand the interconnections between them.

<p>metode vrednotenja invencijsko-inovacijskih procesov.</p> <p>Uporaba: Študent je sposoben na realnih inovacijskih problemih aplicirati ustvarjalne tehnike ter metode vrednotenja invencijsko-inovacijskih procesov.</p> <p>Analiza:</p> <ul style="list-style-type: none"> Študent je sposoben analizirati osebne in organizacijske inovacijske izzive ter zmožnosti za razreševanje teh izzivov. Prav tako je na osnovi konkretnih podatkov zmožen analizirati stanje invencijsko-inovacijskih aktivnosti v dani organizaciji. <p>Sinteza:</p> <ul style="list-style-type: none"> Študent na osnovi združevanja zaznanih inovacijskih priložnosti z objektivnimi lastnimi podatki in podatki iz okolja snuje nove inovacijske predloge ter jih ustrezno argumentira. <p>Vrednotenje:</p> <ul style="list-style-type: none"> Študent oceni pomen in vlogo ključnih resursov pri realizaciji inovacijskih predlogov. Prav tako zna napovedati upravnoekonomske učinke teh predlogov. 	<p>Application:</p> <p>The student is able to apply creative techniques and methods of invention & innovation process evaluation on real innovation problems.</p> <p>Analysis:</p> <p>The student is able to analyse personal and organizational innovation challenges as well as options for addressing these challenges. S/he is also able to analyse the state of invention & innovation activities in a given organization, based on concrete data.</p> <p>Synthesis:</p> <ul style="list-style-type: none"> Based on aggregation of the identified innovation opportunities, objective own information and information from the environment, the student can develop new innovative proposals and appropriately justify them. <p>Evaluation:</p> <ul style="list-style-type: none"> The student assesses the importance and the role of key resources in the realization of innovative proposals. <p>S/he is also able to predict the administrative and economic effects of these proposals.</p>
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> priprava na predavanja predavanje priprava na seminar seminar problemsko učenje 	<h4>Learning and teaching methods:</h4> <ol style="list-style-type: none"> preparations for lectures lecture preparations for seminars seminars problem based learning
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Načini ocenjevanja:

	Delež/Weight	Assessment:
1. pisni ali ustni izpit	60,00 %	1. written or oral exam
2. sprotne naloge in aktivno sodelovanje na predavanjih in seminarjih	10,00 %	2. assigned tasks and active participation in lectures and seminars
3. seminarska naloga	30,00 %	3. seminar paper

Reference nosilca/Lecturer's references:

1. BOGILOVIĆ, Sabina, BORTOLUZZI, Guido, ČERNE, Matej, GHASEMZADEH, Khatereh, ŽNIDARŠIČ, Jana. Diversity, climate and innovative work behavior. European journal of innovation management, ISSN 1460-1060, 2021, vol. 24, iss. 5, str. 1502-1524.
2. ŽNIDARŠIČ, Jana, BOGILOVIĆ, Sabina, ČERNE, Matej, KUMAR GUPTA, Roopak. Leadership-promoted diversity climate and group identification : the role of followers' identification with a leader. Leadership & organization development journal, ISSN 0143-7739, 2021, vol. 42, iss. 7, str. 1018-1036.
3. BOGILOVIĆ, Sabina, PEVCIN, Primož. How small cities are stimulating creativity and innovation : case study of Ljubljana and select European cities. Dynamic relationships management journal, ISSN 2232-5867, May 2020, vol. 9, no. 1, str. 67-78.
4. BOGILOVIĆ, Sabina, ŠKERLAVAJ, Miha, ČERNE, Matej. Hiding behind a mask? : cultural intelligence, knowledge hiding, individual and team creativity. European journal of work and organizational psychology, ISSN 1359-432X, 2017, vol. 26, iss. 5, str. 710-723.
5. BOGILOVIĆ, Sabina, ČERNE, Matej. The intellectual structure and outlooks for individual creativity research : a bibliometric analysis for the period 1950-2016. V: REITER-PALMON, Roni (ur.), KENNEL,

Victoria L. (ur.), KAUFMAN, James C. (ur.). Individual creativity in the workplace, (Explorations in creativity research). London [etc.]: Elsevier, Academic Press. cop. 2018, str. 153-188.

6. BOGILOVIĆ, Sabina, ŠKERLAVAJ, Miha, WONG HUMBORSTAD, Sut I. Idea implementation and cultural intelligence. V: ŠKERLAVAJ, Miha (ur.), et al. Capitalizing on creativity at work : fostering the implementation of creative ideas in organizations. Cheltenham; Northampton: Edward Elgar. 2016, str. 39-50.

JAVNE SLUŽBE II

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	JAVNE SLUŽBE II
Course title:	PUBLIC SERVICES II
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0556567
Koda učne enote na članici/UL Member course code:	2032

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			88	60	6

Nosilec predmeta/Lecturer: Mirko Pečarič

Vrsta predmeta/Course type: izbirni/Elective

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Zgodovina javnih služb in načela javnih služb
2. Temelji pravnega režima javnih služb v pravnem redu RS: Zakon o zavodih, ZGJS ter področna zakonodaja
3. Trendi razvoja javnih služb v Evropi & Pravo EU in javne službe
4. SGEI (storitve splošnega ekonomskega pomena) & SSEI (socialne storitve splošnega pomena) & Univerzalna storitev kot nov koncept »evropske« javne službe
5. Financiranje javnih služb
6. Oblike izvajanja gospodarskih javnih služb
7. Javne službe in pravo državnih pomoči
8. Javne službe in konkurenčno pravo
9. Javne službe in javna naročila
10. Koncesija
11. Bolonjska reforma & Reforma zdravstva: Direktiva o čezmejnem zdravstvenem varstvu

Content (Syllabus outline):

1. History of Public Services and main legal principles of public services
2. Legal foundations of public services regime in Slovenia
3. Trends of development of public services in Europe & EU law and public services
4. Services of general economic interest (SGEI) & Social services of general interest (SSGI) & Universal service as a new Community concept of public services
5. Financing of public services
6. Organizational forms of delivery of public services
7. Public services and state aid law
8. Public services and competition law
9. Public services and public procurement
10. Concession

12. Zaključek: Javne službe med konkurenco in solidarnostjo	11. Bologna reform of higher education & Health care reform: Cross Border Health Care Directive 12. Conclusion: Public Services Between Competition and Solidarity
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Temeljna literatura in viri/Readings:

<ol style="list-style-type: none"> 1. M. Pečarič, Javne službe: storitve splošnega pomena v službi javnosti (Beletrina, 2019), str. 1-520. 2. L. Nistor, Public Services and the European Union: Healthcare, Insurance and Education Services (T. M. C. Asser Press, 2011), str. 1-274. 3. E. Szyszczak, J. Davies, M. Andenas, T. Bekkedal, Developments in Services of General Interest (T. M. C. Asser Press, 2011), 1., 6. in 7. poglavje (73 strani). 4. E. Szyszczak, The Regulation of the State in Competitive Markets in the EU (Oxford 2007), 1., 4., 5., 7., poglavje (150 strani) 5. W. Sauter, Public Services in EU Law (Cambridge University Press, 2015), str. 1- 238.

Cilji in kompetence:

<p>Cilji</p> <ol style="list-style-type: none"> 1. Študentje nadgradijo znanje tako o režimu javne službe v nacionalni zakonodaji kot tudi v širšem pogledu – režim javne službe znotraj EU. 2. Študentje znajo uspešno in učinkovito planirati, organizirati, voditi in nadzirati nalog na ključnih procesnih in vodstvenih delovnih mestih ter so usposobljeni za reševanje najzahtevnejših problemov v javni upravi, ki zadevajo javne službe. 3. Študentje podrobno poznajo zadnje trende in bodočo perspektivo na področju javnih služb v RS in EU. <p>Kompetence</p> <ol style="list-style-type: none"> 1. Študentje se usposobijo za razumevanje kompleksnejših vprašanj, problemov in vsebin na področju javnih služb. 2. Študentje razvijejo sposobnost kreativnega razmišljanja in apliciranja novih spoznanj, ki jih pridobijo v sklopu tega predmeta, na druga interdisciplinarna področja. 3. Študentje preko aktivnega sodelovanja in reševanja različnih rešitev pridobijo sposobnost avtonomnega reševanje zahtevnejših strokovnih in znanstvenih problemov, ki jim bo v veliko korist pri njihovem nadaljnjem poklicnem in strokovnem delu. 	<p>Objectives and competences:</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. Students enhance their knowledge of both the regime of public service in national legislation as well as in the broader context - as a public service within the EU. 2. Students are able to efficiently and effectively plan, organize, manage and control the functions of key process and managerial jobs and are trained to tackle deeper problems in public administration in matters of public service. 3. Students know the latest trends and future perspectives in the field of public service in the Republic of Slovenia and the EU <p>Competences</p> <ol style="list-style-type: none"> 1. Students gain the ability to understand complex issues, problems and content in the public service. 2. Students develop the ability of creative thinking and application of new knowledge that they acquire as part of this course, in other interdisciplinary areas. 3. Students gain through active participation and dealing with a different solution the ability to autonomously solve complex technical and scientific problems, which will be of great benefit in their future career and professional work.
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Predvideni študijski rezultati:

Študentje pridobijo znanje in razumevanje s področja javnih služb ter sposobnost uporabe tega znanja v praksi in na delovnem mestu. Študentje bodo natančno razumeli režim javnih služb, kar je učinkovita podlaga za nadaljevanje študija na doktorskem programu študija.	Intended learning outcomes: Students gain knowledge and understanding of public services and the ability to apply this knowledge in practice and in the workplace. Students will understand the regime of public services, which is an effective basis for further studies in the doctoral program of study.
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Metode poučevanja in učenja:

Learning and teaching methods:

Predavanja: 1 skupina po 2 uri predavanj tedensko. Pri predavanjih bo poudarek na aktivnem sodelovanju študentov, uporabljena bo kombinacija ex-cathedra in sokratične metode.	Lectures: 2 hours of lectures a week. With the focus on active participation of students. Used a combination of ex-cathedra and socratic methods of teaching.
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Načini ocenjevanja:	Delež/Weight	Assessment:
pisni ali ustni izpit	70,00 %	written or oral examination
seminar	30,00 %	seminar

Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> 1. PEČARIČ, Mirko. Javne službe: storitve splošnega pomena v službi javnosti. Ljubljana: Beletrina, 2019, 545 str., ilustr. ISBN 978-961-284-533-9. [COBISS.SI-ID 298658304] 2. PEČARIČ, Mirko. Public services and the missed values of (non)communication. V: FERREIRA, Augusta (ur.). Modernization and accountability in the social economy sector. Hershey: IGI Global. cop. 2019, str. 237-253, doi: 10.4018/978-1-5225-8482-7.ch013. [COBISS.SI-ID 5329838] 3. PEČARIČ, Mirko. Can a group of people be smarter than experts?. The theory and practice of legislation, ISSN 2050-8840, 2017, vol. 5, no. 1, str. 5-29, ilustr. http://www.tandfonline.com/doi/pdf/10.1080/20508840.2016.1259823?needAccess=true, doi: 10.1080/20508840.2016.125982 [COBISS.SI-ID 4988078], 4. PEČARIČ, Mirko. A heterarchic model of good governance: a unifaying hub for adaptability, differences, similarities, democracy and accountability. Hrvatska i komparativna javna uprava: časopis za teoriju i praksu javne uprave, ISSN 1848-0357, 2015, god. 15, št. 4, str. 909-934, ilustr. http://en.iju.hr/ccpa/ccpa/downloads_files/2015-04-06%20Pecaric.pdf. [COBISS.SI-ID 4752814] 5. PEČARIČ, Mirko. Vloga nadzora nad izvajanjem dejavnosti v javnem interesu. V: ARISTOVNIK, Aleksander (ur.), KOVAČ, Polonca (ur.). Izzivi demokratične in učinkovite oblasti : izbrani vidiki delovanja avtoritativnih organov slovenske javne uprave = Challenges of democratic and efficient authority : selected aspects of Slovenian public administration authoritative bodies' operation, (Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo. 2017, str. 51-67, ilustr. [COBISS.SI-ID 5055918]
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LJUDJE V JAVNI UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	LJUDJE V JAVNI UPRAVI
Course title:	HUMAN RESOURCES MANAGEMENT IN PUBLIC ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0068411
Koda učne enote na članici/UL Member course code:	2007

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			88	60	6

Nosilec predmeta/Lecturer:	Tatjana Kozjek
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Vrsta predmeta/Course type:	OBVEZNO IZBIRNI 1. LETNIK - 1. del/CORE ELECTIVE - 1. part
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Jeziki/Languages:	Predavanja/Lectures:	Angleščina, Slovenščina
	Vaje/Tutorial:	

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

Vsebina:

1. Današnji kontekst ravnanja z ljudmi pri delu
2. Ravnanje z ljudmi v javni upravi – strateški pristop
3. Planiranje, kontrola in administrativno-tehnična opravila (tudi MIS – managersko informacijski sistem) na področju ravnanja z ljudmi
4. Metode in naloge strateškega ravnanja z ljudmi pri delu
5. Strateško ravnanje z nadarjenimi ljudmi
6. Postopki ravnanja z ljudmi pri delu
7. Spretnosti zaposlenih na področju ravnanja z ljudmi pri delu
8. Dimenzija etičnosti na področju ravnanju z ljudmi
9. Ravnanje z učinkovitostjo zaposlenih pri delu
10. Odnosi z zaposlenimi

Content (Syllabus outline):

1. Today's context of Human Resources Management
2. Human Resources Management in public administration – strategic approach
3. HRM Planning, HRM control and HRM administrative-technical activities (also MIS – management information system)
4. Methods and functions of strategic Human Resources Management
5. Strategic Talent Management
6. Human Resource Management Procedures
7. Human Resources Managers Skills
8. Ethical dimension of Human Resources Management
9. Performance management
10. Employee relations
11. Job flexibility and work-family balance

11. Fleksibilnost dela ter usklajevanje poklicnega in družinskega življenja	12. Well-being at work
12. Dobro počutje pri delu	

Temeljna literatura in viri/Readings:

<ol style="list-style-type: none"> 1. Armstrong, M., Taylor, S. (2017). <i>Armstrong's Handbook of Human Resource Management Practice: Building Sustainable Organisational Performance Improvement</i>. 14th edition. London, Philadelphia, New Delhi: Kogan Page Limited. 2. Greenhaus, J. H., Powell, G. N. (2017). <i>Making Work and Family Work: From Hard Choices to Smart Choices</i>. London, New York: Routledge Taylor & Francis Group. 3. Pynes, J. E. (2013). <i>Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach</i>. 4th Edition. San Francisco: Jossey-Bass.

Cilji in kompetence:

<p>Cilji:</p> <ul style="list-style-type: none"> • študente opremiti z razumevanjem povezanosti med procesi na področju ravnanja z ljudmi ter uspešnostjo/učinkovitostjo posameznikov, timov in organizacij, • študentom omogočiti vpogled v strateško ravnanje z ljudmi v javni upravi in druge najaktualnejše teme raziskovanja na področju ravnanja z ljudmi, • študente naučiti uporabljati, kritično presojati in vrednotiti študijsko literaturo na področju ravnanja z ljudmi ter tako pridobljeno znanje povezovati z aktualnimi problemi iz prakse, • študente spodbuditi in podpreti tako, da bodo razumeli obravnavane teoretične koncepte, metodološke prijeme in praktične primere ter znali pridobljeno znanje čim bolj uporabljati v praksi, kjer se bodo lahko z dodatno pridobljenimi izkušnjami razvili v vrhunske strokovnjake na področju ravnanja z ljudmi. <p>Kompetence</p> <ul style="list-style-type: none"> • sposobnost presoje poslovnih situacij in z njimi povezanih procesov na področju ravnanja z ljudmi za doseganje večje uspešnosti in učinkovitosti, • zmožnost uporabe znanja o vplivnih dejavnikih in posledicah dinamike funkcije ravnanja z ljudmi v organizaciji, • sposobnost ovrednotenja aktualnih izzivov v sodobnih organizacijah, povezanih s področjem ravnanja z ljudmi ter predlaganja ustreznih ukrepov, • sposobnost sistemskega mišljenja, spodbujanja sodelovanja in razumevanja pomena etičnega vedenja v kontekstu ravnanja z ljudmi pri delu. 	<p>Objectives and competences:</p> <p>Objectives:</p> <ul style="list-style-type: none"> • to equip the students with the understanding of correlation between the HRM processes and effectiveness/efficiency of individuals, teams and social units, • to develop the insight into the HRM themes that are currently considered as the most actual research themes, besides the strategic HRM, • to teach the students to use, critically assess and evaluate the HRM study literature in order to connect the acquired knowledge with the actual problems from praxis, • to encourage and to support the students in the way that they will understand the discussed theoretical concepts, methodological approaches and practical examples, and to be able to use the acquired knowledge as much as possible in the praxis, where they will be able, with later acquired additional experience, become HRM experts. <p>Competencies:</p> <ul style="list-style-type: none"> • ability to evaluate business situations and related HRM processes in order to increase effectiveness and efficiency, • capacity to use the knowledge about influential factors (antecedents) and consequences of dynamics of HRM function in a social unit, • ability to evaluate the actual challenges in contemporary social units, connected with HRM, and to suggest the adequate activities/solutions, • capacity of systemic thinking, facilitating cooperation and understanding of importance of ethical behaviour in the context of HRM.
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Predvideni študijski rezultati:

<p>Študent bo zmožen:</p> <ul style="list-style-type: none"> • oceniti aktualne izzive na področju ravnanja z ljudmi, 	<p>Intended learning outcomes:</p> <p>Student will be able to:</p> <ul style="list-style-type: none"> • assess the contemporary challenges in the field of HRM,
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<ul style="list-style-type: none"> • predlagati sodobne rešitve izzivov na področju ravnanja z ljudmi, • analizirati in ovrednotiti stanje na področju ravnanja z ljudmi v konkretni organizaciji ter predlagati morebitne spremembe, • oblikovati model organiziranosti področja ravnanja z ljudmi v konkretni organizaciji, • sodelovati pri izvedbi ključnih procesov na področju ravnanja z ljudmi. 	<ul style="list-style-type: none"> • propose modern solutions to the challenges in the field of HRM, • analyse and evaluate the situation in the field of HRM in a specific social unit and propose the potential changes, • form a model of organizing the HRM function a specific social unit cooperate in execution of key HRM processes.
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. e-učenje 6. študija primera 7. raziskovalno delo 8. seminarska naloga 9. projektno delo 	<h4>Learning and teaching methods:</h4> <ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. e-learning 6. case study 7. research work 8. seminar paper 9. project work
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Načini ocenjevanja:

	Delež/Weight	Assessment:
1. Pisni izpit in/ali ustni izpit (pogoj: pozitivna ocena izpita).	60,00 %	1. Written and/or oral exam (condition: grade of the exam must be positive).
2. Aktivno sodelovanje (samostojno in/ali skupinsko delo, e-učenje), seminarsko delo (seminarska naloga, projektno delo, zagovor seminarskega dela).	40,00 %	2. Active collaboration (individual and/or group work, e-learning), seminar work (seminar paper, project work, account of the seminar work).

Reference nosilca/Lecturer's references:

1. Kozjek, T. (2014). Varnost zaposlenih v Sloveniji v letu 2011 = Employee security in Slovenia in 2011. V: Setnikar-Cankar, S. (ur.), Stare, J. (ur.), Pevcin, P. (ur.). Ekonomika in menedžment v javnem sektorju v razmerah gospodarske krize, (Upravna misel). 1. natis. Ljubljana: Univerza v Ljubljani, Fakulteta za upravo, str. 15-26. [COBISS.SI-ID 4436654]
2. Kozjek, T., Tomažević, N., Stare, J. (2014). Work-life balance by area, actual situation and expectations: the overlapping opinions of employers and employees in Slovenia. Organizacija, 47(1), str.35-51. ISSN 1318-5454. http://organizacija.fov.uni-mb.si/index.php/organizacija/article/download/547/984 .doi: 10.2478/orga-2014-0004 . [COBISS.SI-ID 4303278].
3. Tomažević, N., Kozjek, T., Stare, J. (2015). Does a voluntary job change affect work-family balance. International business research, 8(2), str. 1-15. ISSN 1913-9004. doi: 10.5539/ibr.v8n2p1 . [COBISS.SI-ID 4528046].
4. Kozjek, T., Ferjan, M. (2015). Organizational flexibility, employee security and organizational efficiency: a case study of Slovenian public and private sector organizations. Organizacija, 48(1), str. 3-22. ISSN 1318-5454. http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/610/1034 . doi: 10.1515/orga-2015-0001 . [COBISS.SI-ID 7408403].

LOKALNO IN REGIONALNO UPRAVLJANJE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	LOKALNO IN REGIONALNO UPRAVLJANJE
Course title:	LOCAL AND REGIONAL GOVERNANCE
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0068414
Koda učne enote na članici/UL Member course code:	2010

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			88	60	6

Nosilec predmeta/Lecturer: Iztok Rakar

Vrsta predmeta/Course type: OBVEZNO IZBIRNI 1. LETNIK - 2. del/CORE ELECTIVE - 2. part

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Sodobno pravno razumevanje subsidiarnosti in večnivojskega upravljanja
2. Koncepti o vlogi lokalnih in regionalnih oblasti
3. Modeli in pravni okviri lokalne in regionalne samouprave
4. Pristojnosti, organiziranost in način delovanja lokalnih in regionalnih organov
5. Sodobne oblike upravljanja in sodelovanja javnosti na lokalni in regionalni ravni
6. Pravni vidiki medobčinskega, čezmejnega in medobmočnega sodelovanja
7. Sodni nadzor in pravno varstvo lokalne in regionalne samouprave
8. Vloga in položaj mest
9. Sodobni izzivi lokalnih in regionalnih oblasti

Content (Syllabus outline):

1. Contemporary legal understanding of subsidiarity and multi-level governance
2. Concepts of the role of local and regional authorities
3. Models and legal framework of local and regional government
4. The competences, organization and performance of local and regional authorities
5. Contemporary forms of governance and public participation at local and regional level
6. Legal aspects of inter-municipal, cross-border and inter-territorial cooperation
7. Judicial review and the legal protection of local and regional self-government
8. Role and position of cities
9. Contemporary challenges of local and regional authorities

Temeljna literatura in viri/Readings:

1. Boggero, G. (2017). *Constitutional Principles of Local Self-government in Europe*. Brill (dostopno na: <http://web.a.ebscohost.com.nukweb.nuk.uni-lj.si/ehost/detail/detail?vid=0&sid=527e5d7e-4d5e-4197-9a5c-a43a4717307e%40sdc-v-sessmgr01&bdata=Jmxhbm9c2wmc2l0ZT1laG9zdC1saXZl#AN=268650&db=e000xww>)
2. Brezovnik, B., Hoffman, I., Kostrubiec, J. (eds.) (2021). *Local Self-government in Europe* (dostopno na: <http://www.pokrajine.si/notices/zbornik-local-self-government-in-europe/>) (izbrana poglavja)
3. Council of Europe (2020). *A contemporary commentary by the Congress on the explanatory report to the European charter of local self-government* (dostopno na: <https://mycloud.coe.int/s/9epibHQLKPbBkPD>)
4. Himsworth, C. (2015). *The European charter of local self-government: a treaty for local democracy*. Edinburgh: Edinburgh University Press (izbrana poglavja, cca. 70 str.).
5. Pazos-Vidal, Serafin (2019). *Subsidiarity and EU multilevel governance : actors, networks and agendas*. London ; New York : Routledge (izbrana poglavja, cca. 30 str.).
6. Gradiva v e-učilnici.

Cilji in kompetence:

Cilji:

- Razumeti vlogo lokalnih in regionalnih oblasti v kontekstu EU in Sveta Evrope
- Seznaniti se z izzivi in trendi razvoja lokalnega in regionalnega upravljanja
- Kritično ovrednotiti stanje lokalne in regionalne demokracije

Kompetence:

- Zmožnost kritičnega ocenjevanja stanja in razvoja
- Sposobnost izvedbe primerjalnih analiz
- Sposobnost samostojnega raziskovanja

Objectives and competences:

Objectives:

- Understand the role of local and regional authorities in the EU and Council of Europe context
- To become familiar with the challenges and trends in the development of local and regional governance
- Critically evaluate the state of local and regional democracy

Competences:

- Ability for a critical assessment of the current situation and development
- Ability of conducting comparative analysis
- Ability of independent research

Predvideni študijski rezultati:

- razume vlogo lokalnih in regionalnih oblasti v kontekstu EU in Sveta Evrope
- zna uporabiti teoretično znanje v praktičnih situacijah
- zna analizirati in predlagati rešitve na področju upravljanja lokalnih in regionalnih zadev
- zna pojasniti vzroke in posledice upravnih reform na lokalni in regionalni ravni
- zna oceniti modele sodelovanja javnosti na lokalni in regionalni ravni

Intended learning outcomes:

- Understands the role of local and regional authorities in the context of the EU and Council of Europe
- Can apply theoretical knowledge in practical situations
- The ability to analyze and propose solutions to governance of local and regional affairs issues
- Can explain the causes and consequences of administrative reforms at local and regional level
- ability to assess the models of public participation at local and regional level

Metode poučevanja in učenja:

1. priprava na predavanja
2. predavanje
3. priprava na seminar
4. seminar
5. e-učenje
6. študija primera

Learning and teaching methods:

1. preparations for lectures
2. lecture
3. preparations for seminars
4. seminars
5. e-learning
6. case study

Načini ocenjevanja:

Delež/Weight

Assessment:

1. pisni in/ali ustni izpit	70,00 %	1. Written and/or oral exam
2. problemsko učenje	30,00 %	2. Problem-based learning

Reference nosilca/Lecturer's references:

1. RAKAR, Iztok. Medobčinsko sodelovanje - primer organov skupnih občinskih uprav. V: KUKOVIČ, Simona (ur.), HAČEK, Miro (ur.). *Petindvajset let lokalne samouprave v Republiki Sloveniji*. Ljubljana: Fakulteta za družbene vede, 2020. Str. 119-144, ilustr. Knjižna zbirka Politične institucije in procesi. ISBN 978-961-235-896-9. https://knjigarna.fdv.si/knjige/politologija/i_791_petindvajset-let-lokalne-samouprave-v-republiki-sloveniji
2. BENČINA, Jože, KOZJEK, Tatjana, RAKAR, Iztok. Assessment of the quality of governance and competitiveness at the local level: the case of Slovenian municipalities. *The NISPAcee journal of public administration and policy*. summer 2021, vol. 14, no. 1, str. 9-35, ilustr. ISSN 1337-9038. DOI: [10.2478/nispa-2021-0001](https://doi.org/10.2478/nispa-2021-0001)
3. BRONIĆ, Mihaela, JERINIĆ, Jelena, KLUN, Maja, OTT, Katarina, RAKAR, Iztok. Local public finance regulation in Southeast Europe: a comparison of Slovenia, Croatia and Serbia. V: GEISLER, René (ur.), HAMMERSCHMID, Gerhard (ur.), RAFFER, Christian (ur.). *Local public finance : an international comparative regulatory perspective*. Cham: Springer, cop. 2021. Str. 91-107, tabele. ISBN 978-3-030-67465-6. <https://doi.org/10.1007/978-3-030-67466-3>, DOI: [10.1007/978-3-030-67466-3_6](https://doi.org/10.1007/978-3-030-67466-3_6)

MAGISTRSKO DELO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	MAGISTRSKO DELO
Course title:	MASTER THEASIS
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	2. semester	obvezen
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javno upravljanje in EU (smer)	2. letnik	2. semester	obvezen
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Upravljanje (smer)	2. letnik	2. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061352
Koda učne enote na članici/UL Member course code:	2016

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
					600	20

Nosilec predmeta/Lecturer:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	
Vaje/Tutorial:	

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

	Prerequisites:
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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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MANAGEMENT INVESTICIJSKIH PROJEKTOV V JAVNEM SEKOTRJU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	MANAGEMENT INVESTICIJSKIH PROJEKTOV V JAVNEM SEKOTRJU
Course title:	MANAGEMENT OF INVESTMENT PROJECTS IN PUBLIC SECTOR
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061355
Koda učne enote na članici/UL Member course code:	2005

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			88	60	6

Nosilec predmeta/Lecturer: Jože Benčina

Vrsta predmeta/Course type: OBVEZNO IZBIRNI 1. LETNIK - 1. del/CORE ELECTIVE - 1. part

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:	Content (Syllabus outline):
1. Javne investicije, investicijski projekti in programi	1. Public investment, investment programs and projects
2. Principi uspešnega javnega investiranja	2. Principles of effective public investment
3. Učinkovitost, produktivnost in uspešnost javnih investicij	3. Efficiency, productivity and performance of public investment
4. Okvir ocenjevanja managementa javnih investicij	4. Management of public investment assessment framework
5. Načrtovanje javnih investicij za kreiranje trajne vrednosti	5. Public investment design for sustainable value creation
6. Programiranje in načrtovanje javnih investicijskih projektov	6. Programming and planning of public investment projects
7. Management javnih investicijskih projektov v kontekstu k rezultatom usmerjenega managementa	7. Public investment project management in the context of results based management
8. Načrtovanje in evalvacija procesa priprave javnega investicijskega projekta	8. Planning and evaluation of public investment project design process
9. Principi projektnega managementa	9. Principals of project management
10. Orodja projektnega managementa	

11. Negotovost in tveganja investicijskih projektov v javnem sektorju	10. Tools of project management
12. Management investicijskih projektov v različnih pogodbenih razmerjih s poudarkom na JZP	11. Assessing uncertainty and risk in public sector investment projects
	12. Management of public investment projects in different contractual modes stressing PPP

Temeljna literatura in viri/Readings:

1. Miranda Sarmiento, J., Renneboog, L., 2017. Cost Overruns in Public Sector Investment Projects. <i>Public Works Management & Policy</i> 22, 140–164. doi:10.1177/1087724X16668357
2. Sartori, D., 2015. Guide to cost-benefit analysis of investment projects: economic appraisal tool for cohesion policy 2014 - 2020, Dec. 2014. ed. Publ. Office of the Europ. Union, Luxembourg. P.: 349.
3. IMF, 2015. Making Public Investment More Efficient. International Monetary Fund, Washington D.C. p.:68.
4. OECD, 201 The Principles on Effective Public Investment across Levels of Government [WWW Document]. p:30. URL https://www.oecd.org/effective-public-investment-toolkit/theprinciples.htm (accessed 8.29.16).
5. Blum, J.R., 2014. What predicts how World Bank public sector management projects perform? A review of the World Bank's public sector management portfolio. Washington, DC: The World Bank. P.: 96. http://siteresources.worldbank.org/EXTPREMNET/Resources/EP100.pdf .
6. Pandremmenou, H., Sirakoulis, K., Blanas, N., 2013. Success Factors in the Management of Investment Projects: A Case Study in the Region of Thessaly. <i>Procedia - Social and Behavioral Sciences</i> , Selected papers from the 26th IPMA (International Project Management Association), World Congress, Crete, Greece, 2012 74, 438–447. doi:10.1016/j.sbspro.2013.03.032
7. Dabla-Norris, E., Brumby, J., Kyobe, A., Mills, Z., Papageorgiou, C., 2012. Investing in public investment: an index of public investment efficiency. <i>J Econ Growth</i> 17, 235–266. doi:10.1007/s10887-012-9078-5
8. IFAC, 2012. Project and Investment Appraisal for Sustainable Value Creation [WWW Document]. ePaperFlip. p: 31.
9. Bock, K., Trück, S., 2011. Assessing Uncertainty and Risk in Public Sector Investment Projects. <i>Technology and Investment</i> 2, 105–123. doi:10.4236/ti.2011.22011. URL http://viewer.epaperflip.com/Viewer.aspx?docid=6efbd9a6-068f-4127-af6a-a56000fc4e6e (accessed 8.26.16).
10. Kettl, D.F., 2006. The global public management revolution. Brookings Institution Press. p.:385.

Cilji in kompetence:

<p>Študent</p> <ul style="list-style-type: none"> • pozna ključne dejavnike uspešnosti projektnega managementa in posebnosti pri vodenju projektov v javnem sektorju, • pripravi načrt projekta s poudarkom na opredelitvi ciljev • oblikuje organizacijo projekta, pri čemer upošteva posebnosti javnega sektorja - interes deležnikov in usmeritve za optimizacijo projektnega tima, • analizira potek projekta s poudarkom na razmerju med interesom deležnikov, upravljanjem (projektne svet) in izvajanjem, • na osnovi analize poteka projekta, predlaga oziroma sprejema odločitve o ukrepih za odpravo ovir in neskladnosti, • načrtuje in izpelje usklajevanje interesov med deležniki investicijskega projekta s ciljem doseganja konsenza. <p>Študent je usposobljen za:</p> <ul style="list-style-type: none"> • pripravo projektne dokumentacije in vodenje projektov za proračunsko financirane projekte in projekte financirane s sredstvi EU,
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Objectives and competences:

<p>Student</p> <ul style="list-style-type: none"> • understands key project management efficiency factors and particularities of project management in public sector, • designs project with special consideration project goals, • designs project organisation considering public sector specialities (stakeholder interests) and optimisation of project team roles occupation, • analyses the progress of a project with special attention to relation between stakeholders interests and governance and management issues, • considering the results of the project progress analysis proposes or/and takes decisions about obstacles and discrepancies elimination, • plans and executes reconciliation of viewpoints between stakeholders of an investment project to gain an optimal level of consensus. <p>Student is qualified:</p> <ul style="list-style-type: none"> • to elaborate project documentation and manage budgetary projects financed by sources of European Union
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<ul style="list-style-type: none"> načrtovanje in vodenje projektov ob upoštevanju tveganj pri projektnem vodenju, določanje optimalnega projektnega tima iz dane skupine sodelavcev, pripravo in izvedbo usklajevanja interesov med deležniki investicijskega projekta. 	<ul style="list-style-type: none"> planning and management considering risks at project management to set-up an optimal project team from the given group of workers to prepare and execute interests reconciliation between investment project stake holders.
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Predvideni študijski rezultati:

<p>Študentje:</p> <ul style="list-style-type: none"> poznajo pomen vrednotenja projektov in znajo metode vrednotenja elementov projekta učinkovito uporabiti razumejo posebnosti managementa projektov v javnem sektorju in so zmožni načrtovati in izpeljati usklajevanje interesov med deležniki, so sposobni opredeliti in analizirati in prioritizirati vrstni red projektov, so zmožni oceniti tveganja in pri doseganju projektnih ciljev in izbrati ukrepe za minimizacijo tveganj, so zmožni prevzeti upravljalško ali managersko vlogo v investicijskem projektu, znajo presoditi smiselnost rezultatov in interpretirati vpliv spreminjanja elementov projektnega načrta in izvedbe na rezultate izračunov.

Intended learning outcomes:

<p>Students will:</p> <ul style="list-style-type: none"> be acquainted with the importance of investment project evaluation and be able to implement project evaluation methods efficiently, understand special issues of project management in public sector and be able to plan and execute stakeholders interests reconciliation be capable of prioritisation of investment projects, be able of project goals risk estimation and their minimisation , be capable of taking governance or management role in an investment project, judge the project results in term of their meaning for different stakeholders.
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> predavanje seminar raziskava projektno delo seminarsko delo skupinska predstavitev e-učenje

Learning and teaching methods:

<ol style="list-style-type: none"> lecture seminars research project work seminar paper (group) presentation e-learning
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Načini ocenjevanja:

1. pisni in/ali ustni izpit	50,00 %
2. seminarsko ali projektno delo in/ali ustna predstavitev dela	30,00 %
3. naloge in aktivno sodelovanje	20,00 %

Delež/Weight

Assessment:

1. written and/or oral exam
2. seminar or project work and/or oral presentation
3. coursework and active class participation

Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> BENČINA, Jože, DEVJAK, Srečko (2010). Developing a system of indicators for local community results from the developmental planning point of view. Management (Engl. ed.), vol. 15, no. 54, str. 59-68 BENČINA, Jože, DEVJAK, Srečko (2011). Celovito obvladovanje kakovosti pri izvajanju nalog lokalne skupnosti : primer predšolske vzgoje = Total quality management in the implementation of tasks of the local community : the case of pre-school education. Uprava (Ljubl.), jun. 2011, letn. 9, št. 2, str. 37-57. BENČINA, Jože (2011). Fuzzy decision trees as a decision-making framework in the public sector. Yugosl. j. oper. res., 2011, vol. 21, no. 2, str. 205-224. BENČINA, Jože, MRĐA Anja (2013). The Factor Model of Decentralization and Quality of Governance in European Union. International Public Administration Review, Fakulteta za upravo 2013. JUKIĆ, Tina, VINTAR, Mirko, BENČINA, Jože (2013). Ex-ante evaluation : towards an assessment model of its impact on the success of e-government projects. Information polity, , 2013, vol. 18, no. 4, str. 343-361.
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6. BENČINA, Jože, DEVJAK, Srečko, UMEK, Lan (2015). Determining the adequacy of operation of DMUs in health care. Management, ISSN 2406-0658, 24. jan. 2015, issue 73, str. 25-34

MANAGEMENT SPREMEMB IN TVEGANJ V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	MANAGEMENT SPREMEMB IN TVEGANJ V UPRAVI
Course title:	CHANGE AND RISK MANAGEMENT IN GOVERNMENT
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code: 0061356

Koda učne enote na članici/UL Member course code: 2006

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			88	60	6

Nosilec predmeta/Lecturer: Primož Pevcin

Vrsta predmeta/Course type: OBVEZNO IZBIRNI 1. LETNIK - 2. del/CORE ELECTIVE - 2. part

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

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

Ni pogojev.

Prerequisites:

No prerequisites.

Vsebina:

1. Pojem in uvajanje strateških sprememb.
2. Deležniki in strategije menedžmenta sprememb.
3. Modeli strateškega spreminjanja (Prosci, Hall, McKinsey, Kotter, Lewin)
4. Praksa uvajanja sprememb in menedžmenta sprememb v upravi in širšem javnem sektorju.
5. Uvajanje sprememb ter obvladovanje tveganj.
6. Opredelitev in načini zaznavanja/identificiranja tveganj, kvantitativna analiza tveganj.
7. Načini/instrumenti obvladovanja tveganj in financiranje tveganj.
8. Razlike in posebnosti v pojmovanju in obvladovanju tveganj med javnim in zasebnim sektorjem.
9. Tveganja in pojav krize.
10. Krizni in redukcijski menedžment.

Content (Syllabus outline):

1. The nature and strategic change requirements.
2. Stakeholders and change management strategies.
3. Models of strategic change management (Prosci, Hall, McKinsey, Kotter, Lewin).
4. Strategic changes and change management practices in government.
5. Changes and risks.
6. Identification of risks, quantitative analysis and evaluation of risks.
7. Risk management and risk financing.
8. Risk management specificities in the public sector.
9. Risks and crisis.
10. Crisis and cutback management in government.
11. Crisis situations and governmental response (natural disasters, wars, terrorism, recessions/economic downturns)

11. Javni sektor in obvladovanje kriznih situacij (naravne nesreče, vojne, terorizem, gospodarsko nazadovanje/recesije itd.)	
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Temeljna literatura in viri/Readings:

1. Drennan, L. in McConnell, A.: Risk and Crisis Management in Public Sector. Routledge, 2007.
2. Rejda, G.E.: Principles of Risk Management and Insurance. 10. izdaja. Addison-Wesley, 2007.
3. Kotter, J.P.: Leading Change. HBR Press, 2012.

Cilji in kompetence:

<p>Cilji: Študent</p> <ul style="list-style-type: none"> Zna zaznati pomen in ovire pri uvajanju sprememb v organizacijah Zna uporabiti različne modele uvajanja sprememb v organizacijah Razume povezavo med spremembami, tveganji in možnim pojavom kriz Zna identificirati in ovrednotiti tveganja v konkretnih situacijah <p>Kompetence:</p> <ul style="list-style-type: none"> Sposobnost praktičnega uvajanja sprememb v organizacijah Sposobnost zaznavanja in vrednotenja tveganj v organizacijah Sposobnost kriznega odločanja v različnih organizacijah Sposobnost strateškega razmišljanja in uporabe relevantnih informacij 	<p>Objectives and competences:</p> <p>Objectives: Students</p> <ul style="list-style-type: none"> Are able to understand the importance and necessity to implement changes in (public) organisations Are able to use different models of change management Understand relations between changes, risks and potential crisis situation occurrence Are able to assess risks in specific situations <p>Competences:</p> <ul style="list-style-type: none"> Ability to implement practical changes in (public) organisations Ability to identify and assess risks in organisations ability to make and implement decisionmaking in crisis ability of problem solving, strategic thinking and utilisation of relevant information
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Predvideni študijski rezultati:

<p>Študent</p> <ul style="list-style-type: none"> razume in rešuje najpomembnejše probleme s področja managementa sprememb in tveganj. pridobi temeljna znanja za reševanje problemov iz prakse, pozna ustrezne podatke, ki so potrebni za oblikovanje presoj za uvajanje sprememb ter obvladovanje tveganj in kriz, poda predloge za izboljšanje obstoječega organizacijskega stanja, zna voditi procese odločanja, uvajanja sprememb in reševanja kriznih/konfliktnih situacij. 	<p>Intended learning outcomes:</p> <p>Student</p> <ul style="list-style-type: none"> understands and solves crucial problems related to change and risk management gains fundamental knowledge to solve practical problems recognizes significant data to perform sound decisionmaking in order to implement changes and manage risks and crisis situations, delivers roadmap for current organizational status improvements, manages processes of decisionmaking and change introduction in organizations, solves conflicts and crisis situations.
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Metode poučevanja in učenja:

<p>Metode poučevanja in učenja:</p> <ol style="list-style-type: none"> Predavanja Seminar Študija primera Debata Domače naloge 	<p>Learning and teaching methods:</p> <ol style="list-style-type: none"> Lectures Seminar Case studies Debate Homeworks
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Načini ocenjevanja:

	Delež/Weight	Assessment:
1. Pisni ali ustni izpit	70,00 %	1. Written or verbal exam

2.	Domače naloge	30,00 %	2.	Homeworks
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Reference nosilca/Lecturer's references:

1. PEVCIN, Primož. Austerity and cutback management in the public sector: a case study for Slovenia. *Halduskultuur*, ISSN 1736-6070, 2014, vol. 15, no. 1, str. 80-99.
2. 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.
3. PEVCIN, Primož. Crisis management of Slovenian government: policy and governance issues. V: *An Enterprise Odyssey: leadership, innovation and development for responsible economy*, 7th International Conference "An Enterprise Odyssey", Zadar, Croatia, June 4-7, 2014. Zagreb: Faculty of Economics & Business, 2014, str. 233-243.
4. PEVCIN, Primož. Pregled učinkov uvajanja konceptov redukcijskega menedžmenta v slovenskem javnem sektorju. V: *ARISTOVNIK, Aleksander (ur.). Priložnosti in izzivi slovenskega javnega sektorja: programski okvir EU 2014-2020 : zbornik referatov, XXI. Dnevi slovenske uprave, Ljubljana, 25.-26. september 2014*. V Ljubljani: Fakulteta za upravo, 2014.
5. PEVCIN, Primož. The effect of cutback strategies on public sector employment and wages in Slovenia. V: *BLAŽEVIĆ, Sanja (ur.). The changing economic landscape : issues, implications and policy options : conference proceedings of the 6th International Conference, Pula, 30. 5.-1. 6. 2013*. Pula: Juraj Dobrila University of Pula, Faculty of Economics and Tourism, 2014, str. [103]-116.

MEHANIZMI JAVNEGA FINANCIRANJA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	MEHANIZMI JAVNEGA FINANCIRANJA
Course title:	MECHANISMS OF PUBLIC FINANCING
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Upravljanje (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061346
Koda učne enote na članici/UL Member course code:	2018

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			88	60	6

Nosilec predmeta/Lecturer: Maja Klun

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	No prerequisites.
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Vsebina:	Content (Syllabus outline):
<ol style="list-style-type: none">1. Funkcije javnih financ v upravljanju javnega sektorja2. Mehanizmi javnih financ3. Javnofinančno upravljanje4. Javno premoženje in investicije5. Prerazdelitev dohodkov - fiskalno mešanje6. Prednosti in slabosti prerazdeljevanja7. Mere prerazdeljevanja8. Analiziranje javnih odhodkov9. K rezultatom usmerjeni proračun10. Cilji in indikatorji javne porabe11. Računovodenje proračuna12. Lokalne javne finance	<ol style="list-style-type: none">1. Public finance functions in public sector2. Mechanism of public finance3. Management of Public Finance4. Public property, public investments and budget5. Income redistribution - fiscal mix6. Pro and cons of income redistribution7. Redistribution metrics8. Public expenditure analysis9. Result oriented budget10. Objectives and indicators of public spending11. Accounting and budget12. Local public finance

Temeljna literatura in viri/Readings:

<ol style="list-style-type: none">1. Atkinson, A.B. and Bourguignon, F. (ur.) (2015) . Handbook of Income Distribution, vol 2, pogl. 1, 2, 6, 11 in 19.

2. Zakonodaja s področja davkov, proračuna, davčnega postopka in davčne uprave (podrobnejši seznam na predavanjih).
3. Članki za posamezna področja javnofinančnih prihodkov in odhodkov (seznam na predavanjih)

Cilji in kompetence:

- Študent:
- utemelji instrumente in mehanizme javnega financiranja
- oceni upravljalvske procese v izvajanju javnih politik
- presodi učinkovitost prerazdeljevanje dohodka s pomočjo javnih financ
- razčleni instrumente prerezporejanja javnofinančnih sredstev na državnem in lokalnem nivoju
- primerja mehanizme znotraj EU

Kompetence

- zmožnost samostojnega raziskovalnega dela
- sposobnost nastopanja,
- sposobnost kreativnega razmišljanja in apliciranja novih spoznanj
- sposobnost za skupno reševanje zahtevnejših problemov na področju mehanizmov javnih financ,
- sposobnost argumentiranja predstavljenih rešitev strokovni javnosti,
- sposobnost obvladovanja instrumentov, mehanizmov in institucij javnih financ pri izvajanju ekonomske politike,
- sposobnost ocenjevanja in obvladovanja ekonomskih politik povezanih z javnimi financami

Objectives and competences:

Students:

- argue instruments and mechanisms of public financing
- evaluate processes of public policies
- critically evaluate distribution of income
- analyse instruments of distribution of public revenues at state and local level
- compare mechanisms in EU

Competences

- ability for independent research work
- ability to perform
- creative thinking and application of gained knowledge
- ability for solving problems in the field of public financing
- to argue and to present results to interesting public
- to master instruments, mechanisms and institutions in public finance to conduct different public policies
- to evaluate and conduct economic policies connected to public financing

Predvideni študijski rezultati:

- Študenti bodo zmožni razumeti in rešiti probleme s področja javnega financiranja
- Študenti bodo poznali delovanje mehanizmov javnega financiranja
- Študenti bodo sposobni argumentirati različne rešitve prerazdeljevanja dohodka v družbi
- Študenti bodo znali kritično presojati proračunski proces in z njim povezane politike

Intended learning outcomes:

- Students will understand and be able to solve problems in the field of public financing
- Students will know the functioning of mechanisms of public finance
- Students will be able to argue different solutions of distribution of income
- Students will critically evaluate budget process in related public policies

Metode poučevanja in učenja:

1. priprava na predavanja
2. predavanje
3. priprava na seminar
4. seminar
5. študija primera
6. problemsko učenje
7. raziskovalno delo
8. seminarska naloga

Learning and teaching methods:

1. preparations for lectures
2. lecture
3. preparations for seminars
4. seminars
5. case study
6. problem based learning
7. research work
8. seminar paper

Načini ocenjevanja:

Delež/Weight Assessment:

1. pisni ali ustni izpit	80,00 %	1. written or oral exam
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2. seminarska delo (projektna naloga, seminarska naloga, problemska naloga) in zagovor dela	20,00 %	2. seminar work (project work, seminar workpaper, problem based learning) and presentation
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Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> <li data-bbox="165 342 1385 405">1. KLUN, Maja, BENČINA, Jože. Predictors, determinant groups, and participatory budgeting. <i>Slovenská politologická revue</i>, ISSN 1335-9096, 2021, vol. 21, no. 2, str. 186-208. <li data-bbox="165 409 1394 506">2. KOVAČ, Polonca, KLUN, Maja. An analysis of the Slovenian tax administration response during COVID-19 : between normative measures and economic reality. <i>Economic and business review</i>, ISSN 2335-4216, 2021, vol. 23, iss. 4, str. 234-250. <li data-bbox="165 510 1417 633">3. KLUN, Maja, KOVAČ, Polonca. The impact of the case-law of the Court of Justice of the European Union on the imposition of excise duties and taxation regulation in Slovenia. V: MAČZYŃSKI, Dominik (ur.). <i>The impact of CJEU case-law on excise duty regulations in selected EU member states</i>, (Adam Mickiewicz University Law Books, no. 17). Wydanie 1. Poznań: Wydawnictwo Naukowe UAM. 2021, str. 167-180.

METODE DRUŽBOSLOVNEGA RAZISKOVANJA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	METODE DRUŽBOSLOVNEGA RAZISKOVANJA
Course title:	RESEARCH METHODS IN SOCIAL SCIENCES
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	2. semester	obvezen

Univerzitetna koda predmeta/University course code:	0576567
Koda učne enote na članici/UL Member course code:	2000

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: Jože Benčina

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Znanost in družboslovno raziskovanje
2. Opredelitev raziskovalnega procesa
3. Teorije kot izziv in temelj raziskovanja
4. Oblikovanje raziskave
5. Koncepti in konstrukti ter njihovo vrednotenje
6. Metode pridobivanja primarnih podatkov
7. Viri in uporaba sekundarnih podatkov
8. Kvalitativna analiza podatkov
9. Kvantitativna analiza podatkov
10. Komentiranje in interpretacija podatkov
11. Poročanje in objavljanje rezultatov raziskav
12. Etika v raziskovanju

Content (Syllabus outline):

1. Science and Social Sciences Research
2. Research Process
3. Theories in Scientific Research
4. Research Design
5. Concepts and Constructs, Definition and Measurement
6. Methods for Formation of Primary Data Sources
7. Sources and Use of Secondary Data
8. Qualitative Data Analysis
9. Quantitative Data Analysis
10. Interpretation of Research Results
11. Research Results Reporting and Publication
12. Research Ethics

Temeljna literatura in viri/Readings:

Obvezna literatura / Compulsory readings

1. McNabb, D.E., 2008. *Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches* 2nd ed., M.E.Sharpe. 1 - 423

2. Robbins, D., 2008. *Understanding Research Methods: A Guide for the Public and Nonprofit Manager* 1st ed., CRC Press. p. 1 - 82
3. Welsh, S. & Comer, J., 2006. *Quantitative Methods for Public Administration: Techniques and Applications* 3rd iz., Waveland Pr Inc. p. 1 – 312.

Dodatna literatura in viri / Additional readings

1. Robbins, D., 2008. *Understanding Research Methods: A Guide for the Public and Nonprofit Manager* 1st ed., CRC Press. p. 83 - 273
2. Miller, G.J. & Yang, K., 2007. *Handbook of Research Methods in Public Administration, Second Edition* 2nd iz., CRC Press.
3. Brewerton, P.M. & Millward, L.J., 2001. *Organizational Research Methods: A Guide for Students and Researchers* 1st iz., Sage Publications Ltd.
4. Neuman, W.L., 2002. *Social Research Methods: Qualitative and Quantitative Approaches* 5th iz., Allyn & Bacon.
5. Devjak, S., 2002. *Kvantitativne metode za analize v upravi*. 1. ponatis. Ljubljana: Visoka upravna šola.
6. Böhret, C.: Wordelmann, P.: *Lernmodell Virtuelle Zukunft- Experimentelle Politik im Planspiel*, TAU, Forschungsinstitut für öffentliche Verwaltung bei der Hochschule für öffentliche Verwaltung, Speyer 1997.

Cilji in kompetence:

Študent:

- razume pomen znanstvene teorije in njeno vlogo v raziskovalnem procesu;
- razume postopek konceptualizacije in operacionalizacije obravnavnih pojmov;
- je usposobljen za pridobivanje ter kvalitativno in kvantitativno analizo podatkov;
- rezultate raziskav kritično komentira in interpretira ter o njih poroča v raziskovalnem poročilu oziroma članku;
- razume proces vodenja raziskovalnega projekta in tima ter pomen koordinacije med projekti in med timi;

Študent je usposobljen za:

- kritično opazovanje družbenih pojavov in reševanje kompleksnih izzivov v javnem okolju
 - načrtovanje in izvedbo raziskave z vsemi potrebnimi elementi, ter pripravo raziskovalnih rezultatov v obliki, primerni za objave v relevantnih publikacijah,
 - oblikovanje problemskega pristopa in utemeljitev nameravanega raziskovalnega dela, umeščanje raziskovalnega dela v predhodno raziskovalno okolje na osnovi študija literature in virov ter uporabo rezultatov v praksi,
- uspešno sodelovanje v procesu timskega dela, ki je potrebno pri izvajanju kompleksnih raziskovalnih in razvojnih projektov, ter ovrednotiti timski proces dela.

Objectives and competences:

Student:

- understands the importance scientific theory as the ground of empirical research process;
- understands conceptualisation and operationalisation of the concepts in consideration;
- is capable to gather the data and to proceed qualitative and quantitative analyses of data gathered;
- make critical interpretation of the research results and report the results in the form of a research report or scientific paper
- understands project management process and the role of project team and coordination between projects and project teams;

Student is qualified

- to observe and assess social phenomena critically and to solve complex public problems
 - to plan and to perform research taking into account all necessary elements, to report the research results in the suitable form for publishing in relevant publications
 - to incorporate the problem approach and to assert the intended research work, based on literature research to place the research work into predefined research framework, and apply the results to situations at hand
- be able to participate in the team work needed for execution of complex research and development projects and to assess team work process.

Predvideni študijski rezultati:

Študentje:

- prepoznajo in opredelijo problem, postavijo raziskovalna vprašanja in ali trditve in opredelijo raziskovalne hipoteze,

Intended learning outcomes:

Students will:

- recognize and define problem, ask research questions and/or thesis and define research hypotheses,

<ul style="list-style-type: none"> • pripravijo načrt raziskave in načrt raziskovalnega projekta, • s primernimi metodami pridobijo in analizirajo informacije ter z uporabo ustreznih metod pojave razložijo; • rezultate raziskave kritično obravnava in jih sooči z rezultati predhodnih raziskav in konkretno situacijo v javnem sektorju • upoštevajoč problemski in raziskovalni okvir oblikuje celovito raziskovalno poročilo in ga oblikuje v znanstveni članek. 	<ul style="list-style-type: none"> • develop research design and research project plan, • gather and analyse information and data using suitable methods, analyse phenomena and prove them using adequate methods, • make critical reflexion to research results and relate them to the results of earlier researches and practical situation in public sector, • prepare comprehensive research report taking into account problem and research framework and report the results in the form of scientific paper.
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. predavanje 2. seminar 3. raziskava 4. projektno delo 5. seminarsko delo 6. skupinska predstavitev 7. e-učenje 	<h4>Learning and teaching methods:</h4> <ol style="list-style-type: none"> 1. lecture 2. seminars 3. research 4. project work 5. seminar paper 6. (group) presentation 7. e-learning
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Načini ocenjevanja:

Delež/Weight

Assessment:

1. pisni in/ali ustni izpit	50,00 %	1. written and/or oral exam
2. seminarska ali projektno delo in/ali ustna predstavitev dela	20,00 %	2. seminar or project work and/or oral presentatoin
3. naloge in aktivno sodelovanje	30,00 %	3. coursework and active class participation

Reference nosilca/Lecturer's references:

1. BENČINA, Jože, DEVJAK, Srečko (2010). Developing a system of indicators for local community results from the developmental planning point of view. <i>Management (Engl. ed.)</i> , vol. 15, no. 54, str. 59-68
2. BENČINA, Jože, DEVJAK, Srečko (2011). Celovito obvladovanje kakovosti pri izvajanju nalog lokalne skupnosti : primer predšolske vzgoje = Total quality management in the implementation of tasks of the local community : the case of pre-school education. <i>Uprava (Ljubl.)</i> , jun. 2011, letn. 9, št. 2, str. 37-57.
3. BENČINA, Jože (2011). Fuzzy decision trees as a decision-making framework in the public sector. <i>Yugosl. j. oper. res.</i> , 2011, vol. 21, no. 2, str. 205-224.
4. BENČINA, Jože, MRĐA Anja (2013). The Factor Model of Decentralization and Quality of Governance in European Union. <i>International Public Administration Review</i> , Fakulteta za upravo 2013.

METODE, TEHNIKE IN ORODJA ZA PRENOVO POSLOVNIH PROCESOV

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	METODE, TEHNIKE IN ORODJA ZA PRENOVO POSLOVNIH PROCESOV
Course title:	METHODS, TECHNIQUES AND INFORMATION TOOLS FOR BUSINESS PROCESS REENGINEERING
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javno upravljanje in EU (smer)	2. letnik	1. semester	obvezen
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Upravljanje (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code: 0061340

Koda učne enote na članici/UL Member course code: 2019

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			88	60	6

Nosilec predmeta/Lecturer: Tina Jukić

Vrsta predmeta/Course type: OBVEZNI/CORE

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

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

Ni pogojev.

Prerequisites:

No prerequisites.

Vsebina:

1. Uvod v področje, vzpostavitev področne terminologije
2. Vloga informacijske tehnologije pri prenovi poslovnih procesov
3. Metodologije in tehnike za prenavo poslovnih procesov
4. Kategorizacija informacijskih orodij za podporo prenovi poslovnih procesov
5. Informacijska orodja za podporo prenavo poslovnih procesov
6. Ključni dejavniki uspeha pri prenovi poslovnih procesov

Content (Syllabus outline):

1. Introduction and field terminology
2. The role of information technology (IT) in business process reengineering (BPR)
3. Methodologies and techniques for BPR
4. Classification of IT tools for BPR support
5. IT tools for BPR
6. BPR key success factors
7. BPR change management
8. Particularities of BPR in public administration
9. Practical examples of BPR based on IT
10. BPR project: from idea to implementation

<ol style="list-style-type: none"> 7. Menedžment sprememb pri prenovi poslovnih procesov 8. Posebnosti projektov prenove poslovnih procesov v javni upravi 9. Praktični primeri prenove poslovnih procesov s pomočjo informacijske tehnologije 10. Izpeljava projekta prenove poslovnih procesov: od idejne zasnove do implementacije 	
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Temeljna literatura in viri/Readings:

<ol style="list-style-type: none"> 1. Sharp, A. in McDermott, P. (2009). Workflow Modelling: Tools for Process Improvement and Applications Development, 2nd Edition. Norwood: Artech House, Inc. 2. Hammer, M. (1990). ReengineeringWork: Don't Automate, Obliterate. Harvard Business Review, julij - avgust 1990. 3. Davenport, T. (1995), Business Process Reengineering: Its Past, Present, and Possible Future. Harvard Business Review, november 1995, str. 196-082. 4. Van der Aalst, W. (2016). Process Mining: Data Science in Action. Springer Verlag, Berlin Heidelberg. 5. Mans, R. S., Van der Aalst, W., Vanwersch, R. J. B. (2015). Process Mining in Healthcare - Evaluating and Exploiting Operational Healthcare Processes. Springer Verlag. 6. Rajabzadeh Ghatari, A., Shams, Z. in Vedadi, A. (2014). Business process reengineering in public sector: ranking the implementation barriers. International Journal of Process Management and Benchmarking, let. 4, št. 3. 7. Mohapatra, S. (2012). Change Management Approach in Implementing BPR. V: Business Process Reengineering, str. 163-190. 8. 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. http://www.fu.uni-lj.si/fileadmin/usr-files/Zalozba/DSU2017_E-zbornik_clankov.pdf. [COBISS.SI-ID 5100206] 9. Vsebine v e-učilnici. / Content in the e-learning environment (Moodle).

Cilji in kompetence:

<p>Študent:</p> <ul style="list-style-type: none"> • se seznani z vlogo informacijske tehnologije pri prenovi poslovnih procesov • predstavi različne metodologije prenove poslovnih procesov • pozna tehnike in informacijska orodja za prenovo poslovnih procesov • se seznani s ključnimi dejavniki uspeha projektov prenove poslovnih procesov • se seznani s celotnim projektnim ciklom prenove poslovnih procesov (od idejne zasnove do implementacije) <p>Kompetence</p> <ul style="list-style-type: none"> • razumevanje vloge informacijske tehnologije pri prenovi poslovnih procesov • sposobnost aktivnega sodelovanja pri projektih prenove poslovnih procesov • sposobnost implementacije različnih metodologij za prenovo poslovnih procesov • sposobnost analize ključnih dejavnikov uspeha projektov prenove poslovnih procesov • zmožnost uporabe informacijskih orodij in tehnik za podporo prenovi poslovnih procesov

Objectives and competences:

<p>Student:</p> <ul style="list-style-type: none"> • is acquainted with the role of information technology (IT) in business process reengineering (BPR) • presents different BPR methodologies • is acquainted with techniques and IT tools for BPR • is acquainted with key success factors of BPR projects • is acquainted with the whole BPR life-cycle (from idea to implementation) <p>Competences:</p> <ul style="list-style-type: none"> • understanding the role of IT in business process reengineering (BPR) • capability of active collaboration in BPR projects • capability of implementation of different BPR methodologies • ability to analyse key success factors in BPR projects • capability of usage of IT tools and techniques for BPR support

Predvideni študijski rezultati:

<p>Študent bo zmožen:</p> <ul style="list-style-type: none"> • identificirati priložnosti za prenovo poslovnih procesov s pomočjo informacijske tehnologije • uporabljati izbrane metodologije za prenovo poslovnih procesov • uporabljati izbrane tehnike in informacijska orodja za prenovo poslovnih procesov • prepoznavati ovire pri projektih prenove poslovnih procesov • pripraviti in utemeljiti projekt prenove poslovnih procesov

Intended learning outcomes:

<p>Student will be able to:</p> <ul style="list-style-type: none"> • identify opportunities for business process reengineering with the use of information technology (IT) • use selected methodologies for BPR • use selected techniques and tools for BPR • to recognize barriers in BPR projects • prepare and justify the BPR project
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Metode poučevanja in učenja:

1. priprava na predavanja
2. predavanje
3. priprava na seminar
4. seminar
5. študija primera

Learning and teaching methods:

1. preparations for lectures
2. lecture
3. preparations for seminars
4. seminars
5. case study

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

1. pisni in/ali ustni izpit	100,00 %	1. written and/or oral exam
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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. izd. Ljubljana: Fakulteta za upravo. 2017, ilustr. http://www.fu.uni-lj.si/fileadmin/usr-files/Zalozba/DSU2017_E-zbornik_clankov.pdf. [COBISS.SI-ID 5100206]
2. Jukić, T., Žužek Nemec, A. (2012). Razvoj večparametrskih modelov za podporo odločanju : primer evalvacije različnih možnosti elektronskih identitet. V: Pevcin, P. (ur.), Setnikar-Cankar, S. (ur.). *Razumen in razumljen javni sektor v Sloveniji*, (Zbirka znanstvenih monografij Upravna misel). natis. Ljubljana: Fakulteta za upravo, str. 183-200.
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*, ISSN 1570-1255, let. 18, št. 4, str. 343-361.
4. Jukić, T., Benčina, J., Vintar, M. (2012). Multi-attribute evaluation of e-government projects : Slovenian approach. *International journal of information communication technologies and human development*, ISSN 1935-5661, let. 4, št. 1, str. 82-92.
5. Jukić, T., Todorovski, L., Leben, A., Vintar, M. (2015). Uporaba kataloga kazalnikov za vrednotenje politik, programov, projektov in storitev e-uprave. *Uporabna informatika*, ISSN 1318-1882, let. 23, št. 4, str. 199-211.

OBVEZNO IZBIRNI PREDMET 1

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	OBVEZNO IZBIRNI PREDMET 1
Course title:	
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	2. semester	obvezen

Univerzitetna koda predmeta/University course code:	0556584
Koda učne enote na članici/UL Member course code:	0000

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			88	60	6

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:

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Learning and teaching methods:

Načini ocenjevanja:

Delež/Weight Assessment:

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Reference nosilca/Lecturer's references:

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OBVEZNO IZBIRNI PREDMET 2

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	OBVEZNO IZBIRNI PREDMET 2
Course title:	
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0556586
Koda učne enote na članici/UL Member course code:	0000

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			88	60	6

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:

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Learning and teaching methods:

Načini ocenjevanja:

Delež/Weight Assessment:

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Reference nosilca/Lecturer's references:

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ORGANIZACIJSKA DINAMIKA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	ORGANIZACIJSKA DINAMIKA
Course title:	ORGANIZATIONAL DYNAMICS
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061331
Koda učne enote na članici/UL Member course code:	2012

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			88	60	6

Nosilec predmeta/Lecturer: Jernej Buzeti

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Organizacije in uspešnost
2. Identiteta organizacije
3. Organizacija in notranja & zunanja javnost
4. Notranja organizacijska dinamika in odnosi
5. Opolnomočenje
6. Skupinska dinamika
7. Usmerjanje posameznikov
8. Različnost in kulturna kompleksnost
9. Stres in izgorevanje
10. Ravnanje s konflikti
11. Kreativnost in podjetnost
12. Organizacijske spremembe in izzivi

Content (Syllabus outline):

1. Organisations & Effectiveness
2. Organizational identity
3. Organisation and internal & external public
4. Internal Organisational dynamics and relations
5. The Process of Empowerment
6. Group dynamics
7. Managing individuals
8. Diversity and Cultural Complexities
9. Organisational Stress and Burnout
10. Conflict management
11. Creativity & Intrapreneurship
12. Organisational Changes and Challenges

Temeljna literatura in viri/Readings:

1. Jones, G. R. (2010). *Organisational Theory, Design and Change*, (Global edition), 7th Edition, Pearson Education Limited, England.
2. Boros, S. (2009). *Exploring organizational dynamics*, London: Sage.

3. Senge P. M. (2006). The Fifth Discipline: The Art & Practice of The Learning Organization. Crown Business
4. Yalom, I. D. (2008). The theory and practice of group psychotherapy, 5th Edition, New York: Basic Book.

Cilji in kompetence:

Student :

- razume vpliv ključnih deležnikov in okolja na učinkovitost organizacije,
- predstavi gradnike identitete organizacije,
- pozna zakonitosti organizacijske dinamike in pomembnosti odnosov,
- pozna zakonitosti skupinske dinamike,
- pozna pristope ravnanja s posamezniki,
- pozna tehnike kreativnega razmišljanja.

Kompetence:

- razumevanje vloge in pomena organizacijske dinamike za uspešnost organizacije,
- zmožnost oblikovanja identitete organizacije,
- sposobnost uravnavanja organizacijske dinamike in razumevanje vloge odnosov,
- sposobnost uravnavanja skupinske dinamike,
- zmožnost kreativnega delovanja.

Objectives and competences:

Student:

- understand the impact of key stakeholders and environment of an organization performance,
- identify factors of organizational identity and importance of relations,
- learn about organizational dynamics,
- learn about the group dynamics,
- know how to manage individuals,
- is familiar with the techniques of creative thinking.

Competencies:

- understands of the role and importance of the organizational dynamics for the organization's performance
- ability to design the identity of the organization,
- ability to manage the organizational dynamics and understanding role of relations,
- ability to manage group dynamics,
- capacity for creative action.

Predvideni študijski rezultati:

Znanje in razumevanje

Študent bo zmožen:

- predstaviti teorije in principe organizacijske dinamike,
- razumevanja vpliva dinamike v organizaciji na različna področja delovanja organizacije (organizacijskega vedenja, ravnanja z ljudmi, strateškega managementa),
- razumeti in voditi skupinsko dinamiko v organizaciji,
- razumeti holistični pogled na organizacijo,
- sodelovati v skupini in uporabljati tehnike kreativnega razmišljanja pri reševanju organizacijskih izzivov.

Intended learning outcomes:

Knowledge and understanding

Student will be able:

- to present theories and the principles of organisational dynamics,
- to facilitate understanding of an organisation's dynamic influences in relation to other areas of management study (organisational behaviour, human resource management, strategic management).
- to understand and manage group dynamics within the organization,
- to understand the holistic approach of organisations,
- to participate in the group and apply creative thinking techniques in resolving organizational challenges.

Metode poučevanja in učenja:

1. predavanje
2. vaje
3. seminar
4. skupinsko delo in vodenje skupine ljudi
5. (skupinska) predstavitev poročila
6. študija primera
7. problemsko učenje
8. e-učenje
9. individualne konzultacije

Learning and teaching methods:

1. lecture
2. practical work
3. seminar
4. group work and leading a group of people
5. (group) presentation of report
6. case study
7. problem based learning
8. e-learning
9. individual tutorial

Načini ocenjevanja:

Delež/Weight Assessment:

1. pisni izpit in/ali ustni izpit (pogoj: pozitivna ocena izpita)	60,00 %	1. Written (and/or oral) examination (condition: positive evaluation of the exam)
2. Aktivno sodelovanje (samostojno in/ali skupinsko delo, e-učenje, test, esej), skupinsko delo in poročilo (poročilo projektne naloge, zagovor projektne naloge)	40,00 %	2. Active participation (individual and/or group work, e-learning, test, essay) group work and report (report of project work, oral presentation of project work)
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).		Final assessment of the course is the sum of the written (and / or oral) examination and other partial estimates of commitments that are finished before the time of examination.

Reference nosilca/Lecturer's references:

1. 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](https://doi.org/10.15240/tul/001/2016-1-009). [COBISS.SI-ID 4774830].
2. 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].
3. 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.

ORGANIZACIJSKI IN MANAGERSKI RAZVOJ

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	ORGANIZACIJSKI IN MANAGERSKI RAZVOJ
Course title:	ORGANIZATION AND MANAGEMENT DEVELOPMENT
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061365
Koda učne enote na članici/UL Member course code:	2027

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			88	60	6

Nosilec predmeta/Lecturer: Nina Tomaževič

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	No prerequisites.
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Vsebina:

1. organizacijski razvoj – pojem, vrednote in cilji
2. sodobne oblike organiziranosti
3. delo v digitalni dobi
4. vitko, agilno in osredotočeno poslovanje
5. agenti sprememb
6. vrednotenje organizacijskega razvoja
7. managerski razvoj in planiranje nasledstev
8. demografske spremembe in razlike med generacijami zaposlenih
9. zavzetost zaposlenih
10. pripadnost zaposlenih
11. čustva in čuječnost pri delu
12. trendi in izzivi managementa

Content (Syllabus outline):

1. organization development (OD) – concept, values and objectives of OD
2. contemporary forms of organization
3. work in digital age
4. lean, agile and focused operations
5. change agents
6. evaluating OD
7. management development and succession planning
8. demographic changes and differences between generations of employees
9. employee engagement
10. employee commitment
11. emotions and mindfulness at work
12. management trends and challenges

Temeljna literatura in viri/Readings:

1. CHEUNG-JUDGE, Mee-Yan, HOLBECHE, Linda. (2015). *Organization Development: A Practitioner's Guide for OD and HR*. 2nd Edition. Kogan Page Limited: London. 448 str. – izbrana poglavja.
2. SHAPIRO, Andrea. (2016). *Contagious Commitment at Work: Applying the Tipping Point to Organizational Change*. Strategy Perspective: Hillsborough. 106 str.
3. ROTHWELL, William. J., JONES, Maureen. (2017). *Evaluating Organization Development: How to Ensure and Sustain the Successful Transformation*. Routledge. 200 str. – izbrana poglavja.

Cilji in kompetence:

Cilji

- študente opremiti z razumevanjem konceptov organizacijskega in managerskega razvoja
- študentom omogočiti vpogled v sodobne oblike organiziranosti, problematiko dela v digitalni dobi, nove pristope poslovanja, vrednotenje organizacijskega razvoja ter pristope managerskega razvoja in z njim povezanimi izzivi
- študente naučiti uporabljati, kritično presojati in vrednotiti študijsko literaturo na področju organizacijskega in managerskega razvoja ter tako pridobljeno znanje povezovati z aktualnimi problemi iz prakse
- študente spodbuditi in podpreti tako, da bodo razumeli obravnavane teoretične koncepte, metodološke prijeme in praktične primere ter znali pridobljeno znanje čim bolj uporabljati v praksi, kjer se bodo lahko z dodatno pridobljenimi izkušnjami razvili v vrhunske strokovnjake na področju organizacijskega in managerskega razvoja

Kompetence

- sposobnost presoje poslovnih situacij in z njimi povezanih konceptov in procesov na področju organizacijskega in managerskega razvoja
- zmožnost uporabe znanja o koristih organizacijskega in managerskega razvoja v združbah, predvsem doseganju večje uspešnosti in učinkovitosti
- sposobnost ovrednotenja aktualnih izzivov v sodobnih združbah, povezanih s področjema organizacijskega in managerskega razvoja
- sposobnost sistemskega mišljenja, spodbujanja sodelovanja in razumevanja pomena etičnega vedenja v kontekstu organizacijskega in managerskega razvoja

Objectives and competences:

Objectives:

- to equip the students with the understanding of concepts of organization and management development (OMR)
- to develop an insight into contemporary organizational forms, issues of work in digital age, new principles of operations, evaluation of organization development as well as approaches of management development and related challenges
- to teach the students to use, critically assess and evaluate the OMR study literature in order to connect the acquired knowledge with the actual problems from praxis
- to encourage and to support the students in the way that they will understand the discussed theoretical concepts, methodological approaches and practical examples, and to be able to use the acquired knowledge as much as possible in the praxis, where they will be able, with later acquired additional experience, become OMR experts

Competences:

- ability to judge business situations and related OMR concepts and processes
- capacity to use the knowledge about benefits of OMR in social units, especially in order to increase effectiveness and efficiency
- ability to evaluate the actual challenges in contemporary social units, connected with OMR
- capacity of systemic thinking, facilitating cooperation and understanding of importance of ethical behaviour in the context of OMR

Predvideni študijski rezultati:

Študent bo zmožen:

- oceniti aktualne izzive na področjih organizacijskega in managerskega razvoja
- predlagati sodobne rešitve izzivov na področjih organizacijskega in managerskega razvoja
- analizirati in ovrednotiti stanje na področjih organizacijskega in managerskega razvoja v konkretni združbi ter predlagati morebitne spremembe

Intended learning outcomes:

Student will be able to:

- assess the contemporary challenges in the fields of organizational and managerial development (OMR)
- propose modern solutions to the challenges in the fields of OMR
- analyse and evaluate the situation in the fields of OMR in a specific social unit and propose potential changes
- form a model of OMR in a specific social unit

<ul style="list-style-type: none"> • oblikovati model organizacijskega in managerskega razvoja v konkretni združbi • sodelovati pri izvedbi ključnih procesov na področjih organizacijskega in managerskega razvoja 	<ul style="list-style-type: none"> • cooperate in execution of key OMR processes
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Metode poučevanja in učenja:	Learning and teaching methods:
<ol style="list-style-type: none"> 1. priprava študenta na predavanja 2. predavanja 3. priprava študenta na seminarje 4. seminarji 5. e-učenje 6. študija primera 7. seminarska naloga 	<ol style="list-style-type: none"> 1. student preparations for lectures 2. lectures 3. student preparations for seminars 4. seminars 5. e-learning 6. case study 7. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni (in/ali ustni) izpit	60,00 %	1. written (and/or oral) exam
2. seminarska naloga	40,00 %	2. seminar paper

Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> 1. TOMAŽEVIČ, Nina, SELJAK, Janko, ARISTOVNIK, Aleksander. Factors influencing employee satisfaction in the police service : the case of Slovenia. <i>Personnel review</i>, ISSN 0048-3486, 2014, vol. 43, no. 2, str. 209-227. http://www.emeraldinsight.com/journals.htm?issn=0048-3486&volume=43&issue=2&articleid=17106731&show=html. [COBISS.SI-ID 4313518] 2. TOMAŽEVIČ, Nina, SELJAK, Janko, ARISTOVNIK, Aleksander. The interaction between occupational values and job satisfaction in an authoritative public administration organisation. <i>Total quality management & business excellence</i>, ISSN 1478-3363, 2016, vol. , iss. , str., ilustr. http://www.tandfonline.com/doi/pdf/10.1080/14783363.2016.1158078, doi: 10.1080/14783363.2016.1158078. [COBISS.SI-ID 4761518] 3. TOMAŽEVIČ, Nina, KOZJEK, Tatjana, STARE, Janez. Does a voluntary job change affect work-family balance. <i>International business research</i>, ISSN 1913-9004, Feb. 2015, vol. 8, no. 2, str. 1-15, graf. prikazi, tabele, doi: 10.5539/ibr.v8n2p1. [COBISS.SI-ID 4528046] 4. TOMAŽEVIČ, Nina, SELJAK, Janko, ARISTOVNIK, Aleksander. A three-stage Data Envelopment Analysis approach to measure the effect of job satisfaction on organizational performance in law enforcement agencies«. <i>International Journal of Services and Operations Management</i>, 2015 5. TOMAŽEVIČ, Nina, TEKAVČIČ, Metka, PELJHAN, Darja. Towards excellence in public administration: organisation theory-based performance management model. <i>Total quality management & business excellence</i>, ISSN 1478-3363, 2017, vol. 28, iss. 5/6, str. 578-599, doi: 10.1080/14783363.2015.1102048. [COBISS.SI-ID 22820582]

POLITIKE IN FINANČNI INSTRUMENTI EU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	POLITIKE IN FINANČNI INSTRUMENTI EU
Course title:	EU POLICIES AND FINANCIAL INSTRUMENTS
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061369
Koda učne enote na članici/UL Member course code:	2030

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			88	60	6

Nosilec predmeta/Lecturer: Aleksander Aristovnik

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Zgodovina, dejstva in osnove integriranja EU
2. Institucije in odločanje v EU
3. Finančni okvir in proračun EU
4. Centralizirani/decentralizirani in povratni/nepovratni viri EU
5. Politike EU s pretežno/izključno pristojnostjo EU
6. Politike z deljeno nacionalno/EU pristojnostjo
7. Finančni instrumenti EU za regionalni in urbani razvoj
8. Finančni instrumenti EU za zaposlovanje in socialno vključevanje
9. Finančni instrumenti EU za kmetijstvo in razvoja podeželja (in ribištva)
10. Finančni instrumenti EU za raziskave in inovacije
11. Novi izzivi politik EU in njihovega financiranja
12. Študije primerov politik EU in črpanja sredstev EU

Content (Syllabus outline):

1. History, facts and basics of EU integration
2. The institutions and decision-making in the EU
3. The financial framework and an EU budget
4. Centralized/decentralized and return EU funds/EU grants
5. EU policies with exclusive competencies of the EU
6. EU policies with shared competencies
7. EU financial instruments of regional and urban development
8. EU financial instruments of employment and social inclusion
9. EU financial instruments for agriculture and rural development (and fisheries)
10. EU financial instruments for research and innovation
11. New challenges of EU policies and their funding
12. Case studies of EU policies and absorption of EU funds

Temeljna literatura in viri/Readings:

1. Baldwin R., Wyplosz C. (2015): The Economics of European Union (5th Edition). New York: McGraw-Hill, (izbrana poglavja) 250 str.
2. Olsen J., McCormick J. (2016): The European Union: Politics and Policies (6th Edition) (izbrana poglavja) 100 str.
3. European Commission (2014): Guidance for Beneficiaries of European Structural and Investment Funds and related EU instruments. 57 str.
4. European Commission (2014): A beginner's guide to EU funding: An overview of EU funding opportunities in 2014–20. 48 str.
5. Aktualni domači/tuji članki in gradiva

Cilji in kompetence:

Cilji:

- študent pozna in razume teoretična izhodišča, na katerih temeljijo politike EU in njihovi finančni instrumenti
- študent utemelji delitev nalog in pristojnosti med državami članicami in EU pri izvajanju in spremljanju učinkov politik EU
- študent analizira politike EU in njihove vire financiranja
- študent spozna različne pristope in orodja analiziranja politik EU
- študent zna poiskati finančne vire EU za (so)financiranje izbranih projektov

Kompetence:

- študent bo zmožen razložiti in primerjati dogajanja na področju politik EU
- študent bo sposoben razumevanja in analize delovanja EU in njenih politik
- študent se usposobi za sodelovanje pri pripravljanju s strani EU sofinanciranih nacionalnih oz. lokalnih razvojnih programov
- študent zna vsebinsko in finančno umestiti javne in zasebne programe/projekte v EU prostor
- študent zna povezovati in prenašati pridobljeno znanje v prakso

Objectives and competences:

Objectives:

- student understands the theoretical foundations that underpin EU policies and their financial instruments
- student justify the division of responsibilities between Member States and the EU in implementing and monitoring the effects of the EU's policies
- student analyzes EU policies and their funding sources
- students understand the different approaches and tools to analyze EU policies
- student is able to find the financial resources of the EU (co-) financing of projects selected

Competencies:

- student will be able to interpret and compare the developments in EU policies and their financial instruments
- student will be capable of understanding and analysis of the functioning of the EU and its policies
- student will be able to participate in the preparation of EU (co)financed national or local development programs
- student is able to substantively and financially to place public and private programs/projects in the EU area
- the student is able to connect and transfer the acquired knowledge into practice

Predvideni študijski rezultati:

Študent je sposobne/zmožen:

- samostojno analizirati politike EU v gospodarstvu, družbenih institucijah in politiki
- prepoznati razloge za izvajanje politik na EU in nacionalni ravni
- analizirati smiselnost in posledice finančnih mehanizmov EU
- razumeti organizacijo in funkcioniranje različnih finančnih mehanizmov EU ter z njimi povezanimi finančnimi možnostmi za

Intended learning outcomes:

The student is able/capable to:

- independently analyze EU policies in the economy, social institutions and policies
- identify the reasons for the implementation of policies at EU and national level
- to analyze the meaning and implications of the EU funding mechanisms
- understand the organization and functioning of the various EU financial instruments and related financial possibilities for cofinancing projects and programs of EU Member States

sofinanciranje projektov in programov držav članic EU	• the student understands the examples from the field of absorption of EU funds
• študent razume primere iz področja črpanja EU sredstev	

Metode poučevanja in učenja:	Learning and teaching methods:
1. priprava na predavanja	1. preparations for lectures
2. predavanje	2. lecture
3. priprava na seminar	3. preparations for seminars
4. seminar	4. seminars
5. e-učenje	5. e-learning
6. študija primera	6. case study
7. seminarska naloga	7. seminar paper

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni in/ali ustni izpit	60,00 %	1. written and/or oral exam
2. seminarsko delo in zagovor dela	40,00 %	2. seminar work and oral exam

Reference nosilca/Lecturer's references:
1. ARISTOVNIK, Aleksander, MEZE, Matevž (2017). The impact of supranational fiscal rules on public finance : the case of EMU member states. <i>Global business & economics review. a publication of the Business & Economics Society International</i> , vol. 19, no. 1, str. 38-53.
2. ARISTOVNIK, Aleksander (2015). Regional performance measurement of healthcare systems in the EU : a non-parametric approach. V: <i>Lex localis - Journal of Local Self-Government and Public Procurement</i> , vol. 13, no. 3, str. 579-593.
3. ARISTOVNIK, Aleksander, OBADIĆ, Alka (2015). The impact and efficiency of public administration excellence on fostering SMEs in EU countries. <i>Amfiteatru economic</i> , vol. 17, no. 39, str. 761-774.
4. MENCINGER, Jernej, ARISTOVNIK, Aleksander, VERBIČ, Miroslav (2014). The impact of growing public debt on economic growth in the European Union. <i>Amfiteatru economic</i> , no. 35, str. 403-41
5. ARISTOVNIK, Aleksander (2012). The relative efficiency of education and R&D expenditures in the new EU member states. <i>Journal of business economics and management</i> , vol. 13, no. 5, str. 832-848.

PRAVNI VIDIKI MENEDŽMENTA KADROV V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	PRAVNI VIDIKI MENEDŽMENTA KADROV V UPRAVI
Course title:	LEGAL ASPECTS OF HUAN RESOURCE MANAGEMENT IN ADMINISTRATION
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Upravljanje (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code: 0061344

Koda učne enote na članici/UL Member course code: 2015

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			88	60	6

Nosilec predmeta/Lecturer: Valentina Franca

Vrsta predmeta/Course type: OBVEZNI/CORE

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

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

Ni pogojev.

Prerequisites:

No prerequisites.

Vsebina:

1. Management kot veda in kadrovske managementa kot posebna interdisciplinarna veda ter pravni vidiki managementa.
2. Ustavni in mednarodnopravni akti o razmerjih med zaposlenimi ter delodajalci ter njihova uporaba
3. Zaposlovanje v javnem sektorju
4. Pravice, obveznosti in odgovornosti javnih uslužbencev.
5. Organi odločanja in postopek odločanja o delovnih razmerjih v javnem sektorju.
6. Prenehanje delovnega razmerja javnih uslužbencev.
7. Socialni dialog v zasebnem in javnem sektorju.
8. Kolektivna pogajanja v javnem sektorju
9. Delavska participacija v javnem sektorju

Content (Syllabus outline):

1. Management as a science, human resource management as a special interdisciplinary science and the legal aspects of management
2. Constitutional and international acts about the relations between the employees and employers and its use.
3. Employment procedure in the public sector.
4. Rights, duties and responsibilities of the civil servants.
5. The decision making process in the area of employment relations in public sector.
6. The termination of the employment relations of civil servants.
7. Social dialogue in private and in public sector.
8. Collective bargaining in the public sector.
9. Employees' participation in the public sector.

Temeljna literatura in viri/Readings:

1. Rakar, I. in B. Tičar. 2017. Pravo javne uprave. Ljubljana: Fakulteta za upravo.
2. Haček, M. 2015. Sistem javnih uslužbencev v Republiki Sloveniji. Ljubljana: Fakulteta za družbene vede.
3. Kresal Šoltes, K. in drugi. 2014 Vodnik po pravicah iz delovnega razmerja: najpogostejša vprašanja in odgovor. Ljubljana: Inštitut za delo.
4. Franca, Valentina. 2009. *Sodelovanje zaposlenih pri poslovnem odločanju: pravni in kadrovske vidiki s primeri iz sodne in podjetniške prakse*. Ljubljana: Planet GV
5. Temeljna zakonodaja s področja delovnih razmerij: Zakon o delovnih razmerjih, Zakon o urejanju trga dela, Zakon o kolektivnih pogodbah, Zakon o stavki, Zakon o reprezentativnosti sindikatov, Zakon o sodelovanju delavcev pri upravljanju
6. Temeljna zakonodaja s področja uslužbenskih razmerij: Zakon o javnih uslužbencih, Zakon o sistemu plač v javnem sektorju.
7. Drugi izbrani pravni predpisi iz področja predmeta in aktualna sodna praksa.
8. Članki in druga gradiva, posredovana na predavanjih oziroma v e-učilnici.

Cilji in kompetence:

Cilji

- Spoznavanje posebnosti delovnih razmerij v javnem sektorju
- Razumevanje procesov odločanja o delovnih razmerjih v javnem sektorju
- Spoznavanje pravic, obveznosti in odgovornosti zaposlenih in menedžerjev na področju delovnih razmerij v javnem sektorju.
- Spoznavanje metod in načinov preprečevanja in odpravljanja sporov med delavci in delodajalci javnega sektorja.

Kompetence

- Znanja o menedžmentu kadrov v javnem sektorju in o posebnostih delovnih razmerij v javnem sektorju.
- Usposobljenost za sprejemanje odločitev o pravnem položaju javnih uslužbencev.
- Usposobljenost za pravno urejanje delovnih razmerij v javnem sektorju na način, ki spodbuja delovno učinkovitost javnih uslužbencev.
- Pridobitev znanj in sposobnosti za učinkovito komuniciranje med menedžerji javnega sektorja in zaposlenimi v javnem sektorju.

Objectives and competences:

Goals

- Getting to know special regulation of the employment relationships in public sector
- Understanding of processes of decision making in works units of the public sector
- To get acquainted with rights, duties and responsibilities of managers in the field of employment relationship in public sector
- Getting to know special methods and modes of prevention and resolution of disputes between employees and employers of public sector.

Competences

- Knowledge about human resource management and about the special regulation of employment relationships in the public sector.
 - The qualification of managers for deciding on the legal position of civil servants.
 - The qualification of managers for regulation of the employment relationships such as to stimulate work efficiency of civil servants.
- Obtaining the knowledge and ability for efficient communications between managers and employees of public sector.

Predvideni študijski rezultati:

Znanja in razumevanje:

- Znanje o mednarodni in nacionalni ureditvi pravnega sistema in o mestu uslužbenskega prava v tem sistemu.
- Razumevanje načel delovnega prava in usposobljenost za njihovo uporabo pri uporabi pravnih aktov in pri oblikovanju pravnih aktov v javnem sektorju.
- Pridobljena znanja o delovnih pogojih javnih uslužbencev in usposobljenost za presojo razmerja med pravno ureditvijo in dejanskim izvajanjem pravne ureditve.

Intended learning outcomes:

Knowledge and understanding:

- Knowledge about the international and national regulation of the legal system and about the characteristics of the civil servants law in it.
- Understanding of the labour law principles and ability for their use in creating and implementing the legal regulations.
- Acquainted knowledge about the working conditions of civil servants and the ability to evaluate the relation between the regulation and implementation of the regulation.
- Knowledge about legal regulation of the communications between managers and civil

<ul style="list-style-type: none"> • Pridobljena znanja o pravni ureditvi komunikacij med menedžmentom in javnimi uslužbenci ter usposobljenost za izboljšave na tem področju. • Pridobitev znanj o vplivu aktov in norm mednarodnega prava na pravno ureditev pravnega položaja javnih uslužbencev. 	<p>servants and the ability to provide improvements in this area.</p> <ul style="list-style-type: none"> • Knowledge and understanding of international law concerning civil servants legal position.
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. Predavanja 2. Seminar 3. Študija primera 4. E- učenje 5. Razprava 	<p>Learning and teaching methods:</p> <ol style="list-style-type: none"> 1. Lecture 2. Seminar 3. Case study 4. E-learning 5. Discussion
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Načini ocenjevanja:

Delež/Weight

Assessment:

1. Pisni ali ustni izpit, ki mora biti pozitiven (več kot 50 %).	60,00 %	1. Written or oral exam, which has to be positive (at least 50 %).
2. Pisne naloge (daljše in krajše) in aktivno sodelovanje.	40,00 %	2. Written tasks (longer and shorter) and active participation.

Reference nosilca/Lecturer's references:

FRANCA, Valentina, ARZENŠEK, Ana, LAPORŠEK, Suzana. *Dostojno delo : analiza stanja, institucionalnega okvirja ter pregled dobrih praks*. Ljubljana: Regijski center za dostojno delo Ljubljana, feb. 2018. 81 str., ilustr. [COBISS.SI-ID [1540165316](#)]

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]*, ISSN 1580-6316, 2017, letn. 17, [št.] 4, str. 475-493. [COBISS.SI-ID [277842](#)]

FRANCA, Valentina, PAHOR, Marko. Influence of management attitudes on the implementation of employee participation. *Economic and industrial democracy*, ISSN 0143-831X, 2014, vol. 35, no. 1, str. 115-142, doi: [10.1177/0143831X12464070](#). [COBISS.SI-ID [4548567](#)]

FRANCA, Valentina. Prožno delovno razmerje : pravni temelji in ravnanje s človeškimi viri. *Podjetje in delo : revija za gospodarsko, delovno in socialno pravo*, ISSN 0353-6521. [Tiskana izd.], 2007, let. 33, [št.] 2, str. 399-419. [COBISS.SI-ID [1914824](#)]

FRANCA, Valentina, ZIRNSTEIN, Elizabeta. Legal aspects of rewards for employees' innovation and best practice of the Slovenian companies. *Studia iuridica Caroliensia*, ISSN 1788-0246, 2011, 6, str. 9-33. [COBISS.SI-ID [4229335](#)]

PRAVO IN UPRAVA EU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	PRAVO IN UPRAVA EU
Course title:	EU LAW AND ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0068413
Koda učne enote na članici/UL Member course code:	2009

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			88	60	6

Nosilec predmeta/Lecturer: Verica Trstenjak

Vrsta predmeta/Course type: OBVEZNO IZBIRNI 1. LETNIK - 1. del/CORE ELECTIVE - 1. part

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Uvodno o upravi EU
2. Zgodovina evropskih integracij in vloga prava EU
3. Institucije EU
4. Postopek odločanja in zakonodajni postopek v EU
5. Vloga, sistem in pomen prava EU
6. Javna uprava EU
7. Razmerje: javna uprava Slovenije in uprava EU
8. Razmerje: EU in tretje države (postopki, CETA...)
9. Temeljne pravice v EU
10. Prihodnost EU po migracijski krizi in Brexitu
11. Možnosti zaposlitve v institucijah EU
12. Aktualne teme

Content (Syllabus outline):

1. Introduction
2. History of European Integration and the Role of Law
3. Institutions of the EU
4. Decision making process in the EU
5. EU Law (role, system)
6. The Administrative System of the European Union
7. Relation: Slovenian public administration and administration of the EU
8. Relation: EU and third countries (procedures, CETA)
9. Fundamental rights in the EU
10. The Future of the European Union after migration crisis and Brexit
11. Employment opportunities in the EU institutions
12. Others

Temeljna literatura in viri/Readings:

1. The Palgrave Handbook of the European Administrative System (European Administrative Governance) by [Michael W. Bauer](#) (Editor), [Jarle Trondal](#) (Editor), Palgrave Macmillan, 2015 (str. 1-313).
2. Trstenjak/Brkan: Pravo EU: Ustavno, procesno in gospodarsko pravo EU, GV Založba, Ljubljana, 2012, str. 840 (ustrezna poglavja)
3. Trstenjak: Pravni in ekonomski učinki Brexita na zasebno pravo, Podjetje in delo, 6-7/2017, 1055-1064
4. Trstenjak: Načelo primarnosti prava Unije in pravo držav članic. Razmerje med akti Unije in nacionalnimi ustavami. V: Pravniki, št. 7-8/2012, str. 587-604
5. Trstenjak: Predhodna odločanja Sodišča EU : ustreznost smeri slovenske prakse sodišč in novosti teh postopkov. V: Gospodarski subjekti na trgu - novosti in aktualna vprašanja gospodarskega prava : (pravo gospodarskih družb, gospodarske pogodbe, gospodarsko pravo EU, davčno pravo, delovno pravo). Maribor; Pravna fakulteta: Inštitut za gospodarsko pravo, 2010, str. 133–144.
6. Trstenjak: Pomen in posledice sodb Sodišča ES v Sloveniji s posebnim poudarkom za državno upravo ter pravne osebe javnega prava, vključno z vplivom na javna naročila. *Dnevi slovenskih pravnikov 2007 od 11. do 13. oktobra, Portorož*. V: *Podjetje in delo*, Letn. 33, No. 6/7). Ljubljana: GV Založba, 2007, str. 1095–1112.
7. 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
8. Trstenjak/Balthasar: EU-Gericht im Wandel, *ecolex* 2015, 723-728
9. Aktualna literatura glede aktualnih problemov EU in prava EU
10. Pravni viri EU (pogodbe, uredbe direktive) in sodbe Sodišča EU

Cilji in kompetence:

Cilji

1. Študent se podrobno seznanja z naravo pravnega reda EU, njegovo vlogo in pomenom ter z institucijami EU, ki sprejemajo evropsko zakonodajo.
2. Študent razume pomen in vlogo Listine temeljnih pravic EU.
3. Študenta spodbudimo h kritičnemu razmišljanju glede trenutnega položaja EU in njene prihodnosti.
4. Študent razume ustroj javne uprave EU
5. Študent se seznanja z možnostmi zaposlitve v institucijah EU

Kompetence

- Študent je zmožen razumeti naravo, pomen in vlogo pravnega reda EU in institucij, ki sprejemajo evropsko zakonodajo.
- Študent razume naravo in položaj temeljnih pravic v pravu EU.
- Študent razume delovanje javne uprave EU in možnosti za zaposlitev, ki jo nudijo evropske institucije.

Objectives and competences:

Objectives

1. The student acquires detailed knowledge of the nature of EU acquis and its role.
2. The student acquires detailed knowledge of the EU institutions that exercise legislative powers.
3. The student understands the importance and role of the Charter of Fundamental rights of the EU.
4. The student is encouraged to think critically about the current and future state of affairs of the EU.
5. The student understands the structure of the EU public administration.
6. 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 that accept European legislation.
- The student understands the nature and role of fundamental rights within the EU law.
- The student understands the functioning of the EU public administration and employment opportunities offered by the European institutions.

Predvideni študijski rezultati:

- Študent zna aktivno iskati zaposlitvene možnosti znotraj institucij EU.
- Študent zna uporabiti pravo EU v konkretnih praktičnih primerih.
- Študent zna analizirati in argumentirati trenutno stanje EU in predvideti prihodnje trende.

Intended learning outcomes:

- The student is able to seek actively employment opportunities within the EU institutions.
- The student is able to apply EU law in practical cases.
- The student is able to distinguish between national and supranational public administration.

<ul style="list-style-type: none"> • Študent zna razlikovati med nacionalno in nadnacionalno javno upravo (EU). • Študent zna prebrati srednje zahtevno strokovno besedilo in sestaviti pisni povzetek 	<ul style="list-style-type: none"> • The student is able to analyse and argue the current state of EU affairs, and predict the future trends. • The student is able to read moderately demanding professional articles and draw up a written summary.
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Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. študija primera in simulacija obravnave 6. projektno delo 	<h4>Learning and teaching methods:</h4> <ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. case study and moot court 6. project work
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Načini ocenjevanja:

Delež/Weight

Assessment:

1. pisni ali ustni izpit	80,00 %	1. written or oral exam
2. študija primera in simulacija obravnave	20,00 %	2. case study and moot court

Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> 1. Trstenjak/Weingerl: The Influence of Human Rights and Basic Rights in Private Law, Springer 2016, 593.str. 2. Trstenjak: Die Europäische Stiftung- eine neue supranationale Rechtsform?, <i>Ecolex</i>, 2014, S. 484-485 3. Trstenjak: Les mécanismes de recours collectif et leur importance pour la protection des consommateurs, in <i>La Cour de justice de l'Union européenne sous la présidence de Vassilios Skouris (2003-2015)</i>, <i>Liber amicorum Vassilios Skouris (2015)</i>, 681-696 4. Trstenjak: The Welfare State in Times of Crisis: Threat to the Rule of Law? v <i>Iliopoulos-Strangas</i> (ed.) <i>The future of the Constitutional Welfare State in Europe</i>, (2015), 299-306 5. 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 6. Trstenjak/Beysen The Growing Overlap of Fundamental Freedoms and Fundamental Rights in the Case-law of the CJEU, <i>European Law Review</i> (2013) 38, 293-315 (<i>Social Sciences Citation Index</i>) 7. Trstenjak: National Sovereignty and the Principle of Primacy in EU Law and their importance for the Member States, <i>Beijing Law Review</i>, 2013, Vol. 4 No. 2, S. 71-76 8. Trstenjak: Procedural Aspects of European Consumer Protection Law and the Case Law of the CJEU, <i>European Review of Private Law</i>, No. 2/ 2013, S. 451-478 9. 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: <i>International Justice Journal Moscow, Medzunarodnoe Pravosudie</i>, št. 2/2012, str. 54-65. 10. Trstenjak/Beysen: Das Prinzip der Verhältnismäßigkeit in der Unionsrechtsordnung. V: <i>Europarecht</i>, letnik 47, št. 3/2012, str. 265–284. 11. Trstenjak: Rechtsvergleichende Aspekte: Die Kooperation zwischen dem EuGH und den nationalen Gerichten, insbesondere in Bezug auf die Grundrechtecharta, <i>Tagungsband des 12. Österreichischen Europarechtstags 2012</i>, Manz 2013, S. 13-34

REGULATIVNE TEHNIKE

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	REGULATIVNE TEHNIKE
Course title:	REGULATORY TECHNIQUES
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061333
Koda učne enote na članici/UL Member course code:	2014

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			88	60	6

Nosilec predmeta/Lecturer: Mirko Pečarič

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Regulativne tehnike in z njim povezani pojmi
2. Vzroki za razlike v regulativni okolici
3. Način ugotavljanja javnih vrednot
4. Vzroki za oblastno poseganje države
5. Regulativni instrumenti
6. Alternative za napake regulacije
7. Normativni pristopi
8. Regulativne strategije
9. Regulativni eksperimenti
10. Regulativne inovacije
11. Demokratična participacija
12. Kolektivna modrost skupin.

Content (Syllabus outline):

1. Regulatory techniques and related notions
2. Causes for differences in regulatory environment
3. A method for determining public values
4. Causes for authoritative government intervention
5. Regulatory instruments
6. Alternatives to regulatory errors
7. Normative approaches
8. Regulatory strategies
9. Regulatory experiments
10. Regulatory innovations
11. Democratic participation
12. Collective wisdom of crowds.

Temeljna literatura in viri/Readings:

1. Pečarič, M. (2015). Regulativne tehnike. Ljubljana: Uradni list Republike Slovenije.
2. Pečarič, M. (2017). Can a group of people be smarter than experts?. *The theory and practice of legislation*, ISSN 2050-8840, Vol. 5, št. 1, str. 5-29, doi: 10.1080/20508840.2016.1259823. [COBISS.SI-ID 4988078].

3. Baldwin, R., Cave, M. in Lodge, M. (2013). *Understanding Regulation: Theory, Strategy, and Practice*. New York: Oxford University Press.
4. Baldwin, R., Cave, M. in Lodge, M. (2012). *The Oxford Handbook of Regulation*. Oxford; New York: Oxford University Press.
5. Moss, D., Cisternino, J. (2009). *New Perspectives on Regulation*. Cambridge: The Tobin Project;
6. Breyer, S. (1982). *Regulation*. Cambridge: Harvard University Press.
7. Pečarič, M (2015). Canons of interpretation as substitutes of causation in the public administration's rulemaking. *Lex localis*, ISSN 1581-5374, Vol. 13, št. 3, str. 453-483, doi: 10.4335/13.3.453-483(2015). [COBISS.SI-ID 4603822].
8. Pečarič, M. (2011). A dynamic reflection on the factual state of affairs through an experimental norm. *Legisprudence*, ISSN 1752-1467, 2011, vol. 5, št. 3, str. 273-295. [COBISS.SI-ID 3814062].

Cilji in kompetence:

Cilji

- študentje razlikujejo med regulativnimi tehnikami in drugimi podobnimi pojmi,
- študentje znajo reševati vprašanja, povezana z regulacijo,
- študentje prepoznajo vprašanja, ki so pomembna za pravno in zakonito uporabo regulativnih instrumentov.

Kompetence

- študentje lahko strokovno zaznavajo razlike v regulativni okolici in jih znajo pravilno umestiti,
- študentje obvladujejo temeljne zakonitosti za uporabo regulativnih tehnik,
- študentje so sposobni ugotoviti vzroke oz. upravičenja za oblastno poseganje države,
- študentje so sposobni pravilne uporabe oz. izbire med ekonomsko-regulativnimi in pravnimi instrumenti.

Objectives and competences:

General aims:

- students distinguish between regulatory techniques and other similar concepts,
- students are able to solve issues related to regulation,
- students can identify issues that are important for the legal and legitimate use of regulatory instruments.

Competencies:

- students can professionally detect differences in regulatory surroundings and know how to properly integrate them,
- students can handle the basic rules of using the regulatory techniques,
- students are able to determine causes and/or entitlements for the authoritative government intervention,
- students can correctly use and/or choose between the economic– regulatory and legal instruments.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent je usposobljen za prepoznavanje in razumevanje tehnik regulacije. Prav tako je zmožen ne le razumeti, pač pa tudi uporabiti regulativno tehniko, ki najbolj ustreza situaciji v realnem času in prostoru.

Uporaba:

Študent je sposoben na temelju danih podatkov, principov in zakonitosti uporabiti ustrezno regulativno tehniko.

Analiza:

Študent je sposoben analizirati vzroke v regulativni okolici in se odločiti za najprimernejšo tehniko.

Sinteza:

Študent zna ustno in pisno predlagati rešitve za kompleksne regulativne probleme glede na analizirane vzroke in področje.

Vrednotenje:

Študent zna napovedati učinek spremembe zakonodaje na obravnavanem področju.

Intended learning outcomes:

Knowledge and comprehension:

A student is trained to recognize and understand the techniques of regulation. S/he is also able not only to understand, but also to use a regulatory technique that best fits to a specific situation within the real time and space.

Application:

A student is able, on the basis of the data, principles and legality to use an appropriate regulatory technique.

Analysis:

The student is able to analyze causes in an regulatory environment and to decide on the most appropriate technique.

Synthesis:

The student can orally and in writing, to propose solutions for complex regulatory issues in relation to the analyzed causes and scope.

Evaluation:

The student is able to predict an effect of legislative change in a considered area.

Metode poučevanja in učenja:	Learning and teaching methods:
1. priprava na predavanja (obvezno)	1. preparations for lectures
2. predavanje (obvezno)	2. lecture
3. priprava na seminar (obvezno)	3. preparations for seminars
4. seminar (obvezno)	4. seminars
5. problemsko učenje.	5. problem based learning

Načini ocenjevanja:	Delež/Weight	Assessment:
1. odprt pisni ali ustni izpit	60,00 %	1. open book written or oral exam
2. sprotne naloge in aktivno sodelovanje na predavanjih seminarjih	10,00 %	2. the real-time tasks and active participation in lectures, seminars
3. seminarska naloga	30,00 %	3. seminar

Reference nosilca/Lecturer's references:

1. Pečarič, M. (2015). Universal capacity to generalise legal principles by combining reason, logic, morals and their counterparts. *The theory and practice of legislation*, 2015, vol. 3, iss. 1, str. 1-22.
2. Pečarič, M. (2015). Canons of interpretation as substitutes of causation in the public administration's rulemaking. *Lex localis*, ISSN 1581-5374, Vol. 13, št. 3, str. 453-483, doi: 10.4335/13.3.453-483(2015).
3. Pečarič, Mirko (2013). Personal establishment and accomplishment of public service values. *Transylvanian review of administrative sciences*, ISSN 1842-2845, št. 38, str. 125-143.
4. Pečarič, M. (2013). The public administration viewed from the reflective public servants. *Public administration research*, ISSN 1927-517X, nov. 2013, vol. 2, št. 2, str. 250-266.
5. Pečarič, M., Bugarič, B. (2011). *Javne službe*. Ljubljana: Fakulteta za upravo.
6. Pečarič, M. (2011). *Osnove javne uprave*. Ljubljana: Študentska založba.
7. Pečarič, M. (2012). Public interest and the question of locus standi. *Anali Pravnog fakulteta u Beogradu*, ISSN 0003-2565, 2012, year 60, št. 3, str. 318-333.
8. Pečarič, Mirko (2011). Administrative culture. *Hrvatska i komparativna javna uprava*, ISSN 1848-0357, 2011, let. 11, št. 2, str. 379-409.
9. Pečarič, M. (2011). Delegated legislation - a mixture of general principles of law and an individual mind. *International Constitutional Law Journal*, ISSN 1995-5855, vol. 5, št. 3, str. 400-422.

SEMINAR OSEBNEGA RAZVOJA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	SEMINAR OSEBNEGA RAZVOJA
Course title:	PERSONAL DEVELOPMENT SEMINAR
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	2. semester	obvezen
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javno upravljanje in EU (smer)	2. letnik	2. semester	obvezen
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Upravljanje (smer)	2. letnik	2. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061335
Koda učne enote na članici/UL Member course code:	2022

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
21				59	40	4

Nosilec predmeta/Lecturer: Tatjana Kozjek

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:	Content (Syllabus outline):
<ol style="list-style-type: none">Kariera in razumevanje karierne potiSamo-ocenitev in ozaveščanjeDoločanje osebnih in profesionalnih ciljevVerbalno in neverbalno komuniciranjeUčinkovitost lastnega delaSamopromocija in mreženjePoslovni bontonPriprava gradiv za zaposlitevIskanje zaposlitveZaposlitveni intervju (priprava in izvedba)Profesionalnost v poslovnem svetuOsebnostni in strokovni razvoj	<ol style="list-style-type: none">Career and understanding of career pathsSelf-Assessment and AwarenessPersonal and professional goal assessmentVerbal and nonverbal communicationPersonal effectivenessSelf-Promotion and networkingBusiness etiquettePreparation of materials for employmentJob searchJob interviewProfessionalism in the Business WorldPersonal and Professional development

Temeljna literatura in viri/Readings:

1. Brown, D. (2011). *Career Information, Career Counseling and Career Development* (11th Edition), The Merrill Counseling.
2. Mihalič, R. (2011). *Kako razvijam kariero*. Ljubljana: Mihalič in Partner, založba poslovne literature.
3. Maurya, A. (2015). *Delaj vitko*. Ljubljana: Založba Pasadena.
4. Košnik, B. (2007). *24 ur poslovnega bontona*. Ljubljana: Astra, d.o.o. (izbrana poglavja 140 strani)
5. Benedetti, K. (2008). *Protokol, simfonija forme*. Ljubljana: Planet GV (Izbrana poglavja 200 strani)

Cilji in kompetence:

<p>Študent :</p> <ul style="list-style-type: none"> • razume pomen načrtovanja karierne poti, • obvlada različne tehnike komuniciranja, • razume pomen samopromocije in mreženja, • pozna poslovni bonton, • obvlada tehnike zaposlitvenega razgovora. <p>Kompetence:</p> <ul style="list-style-type: none"> • razumevanje vloge in pomena načrtovanja kariere, • zmožnost verbalnega in neverbalnega komuniciranja, • razumevanje samopromocije in mreženja, • zmožnost prezentiranja, • zmožnost poslovnega sodelovanja.
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Objectives and competences:

<p>Student:</p> <ul style="list-style-type: none"> • understands the importance of career planning, • masters various techniques of communication, • understands the importance of self-promotion and networking, • knows the business etiquette, • masters different techniques of the job interview. <p>Competencies:</p> <ul style="list-style-type: none"> • understanding the role and importance of career planning, • ability of verbal and nonverbal communication, • understanding the role of self-promotion and networking • ability of presenting, • ability of business cooperation.

Predvideni študijski rezultati:

Študent pozna metode in tehnike načrtovanja in razvoja kariere. Sposoben je pisne, verbalne in neverbalne komunikacije ter uporabe učinkovitih tehnik prezentacije. Na osnovi pridobljenega znanja pozna značilnosti zaposlitvenega razgovora in poslovnega sodelovanja. Študent zna oblikovati osebni karierni načrt in razume pomen samopromocije ter mreženja.

Intended learning outcomes:

The student knows the methods and techniques career planning and developing. It is capable of written, verbal and nonverbal communication and use effective presentation techniques. Based on the knowledge acquired knows the characteristics of the job interview and business cooperation. The student is able to create a personal career plan and understand the importance of self-promotion and networking.

Metode poučevanja in učenja:

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

Learning and teaching methods:

1. lecture
2. practical work
3. coursework / project work
4. appearance and presentation
5. case study
6. problem based learning
7. e-learning
8. individual tutorial

Načini ocenjevanja:

Delež/Weight

Assessment:

1. Pisni izpit in/ali ustni izpit (pogoj: pozitivna ocena izpita)	60,00 %	1. Written and/or oral exam (condition: grade of the exam must be positive)
2. Aktivno sodelovanje (samostojno in/ali skupinsko delo, e-učenje), seminarsko delo (seminarska naloga, projektno delo, zagovor seminarskega dela)	40,00 %	2. Active collaboration (individual and/or group work, e-learning), seminar work (seminar paper, project work, account of the seminar work)
Pri oblikovanju ocene predmeta se upoštevajo rezultati tistih delnih obveznosti, ki jih študent pridobil do roka, za katerega je		When the final grade of the course is made, came into account those partial study works

razpisana časovna obveznost (pisni ali ustni izpit).		that student got them before the time of the written or/and oral exam was announced.
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Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> 1. Kozjek, T. (2014). Varnost zaposlenih v Sloveniji v letu 2011 = Employee security in Slovenia in 2011 V: Setnikar-Cankar, S. (ur.), Stare, J. (ur.), Pevcin, P. (ur.). <i>Ekonomika in menedžment v javnem sektorju v razmerah gospodarske krize</i>, (Upravna misel). natis. Ljubljana: Univerza v Ljubljani, Fakulteta za upravo, str. 15-26. [COBISS.SI-ID 4436654] 2. Kozjek, T., Tomažević, N., Stare, J. (2014). Work-life balance by area, actual situation and expectations: the overlapping opinions of employers and employees in Slovenia. <i>Organizacija</i>, 47(1), str. 35-51. ISSN 1318-5454. http://organizacija.fov.uni-mb.si/index.php/organizacija/article/download/547/984. doi: 10.2478/orga-2014-0004. [COBISS.SI-ID 4303278]. 3. Tomažević, N., Kozjek, T., Stare, J. (2015). Does a voluntary job change affect work-family balance. <i>International business research</i>, 8(2), str. 1-15. ISSN 1913-9004. doi: 10.5539/ibr.v8n2p1. [COBISS.SI-ID 4528046]. 4. Kozjek, T., Ferjan, M. (2015). Organizational flexibility, employee security and organizational efficiency: a case study of Slovenian public and private sector organizations. <i>Organizacija</i>, 48(1), str. 3-22. ISSN 1318-5454 http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/610/1034. doi: 10.1515/orga-2015-0001. [COBISS.SI-ID 7408403].
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SISTEMI ZA PODPORO ODLOČANJU V UPRAVI

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	SISTEMI ZA PODPORO ODLOČANJU V UPRAVI
Course title:	DECISION SUPPORT SYSTEMS IN ADMINISTRATION
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javna uprava (smer)	2. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0061370
Koda učne enote na članici/UL Member course code:	2031

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			88	60	6

Nosilec predmeta/Lecturer: Dimitar Hristovski

Vrsta predmeta/Course type: IZBIRNI/ELECTIVE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	No prerequisites
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Vsebina:	Content (Syllabus outline):
1. Uvod: odločitvena teorija, odločanje in proces odločanja 2. Podpora odločanja 3. Odločitveni modeli 4. Metode in tehnike modeliranja; poudarek na večparameterskih modelih 5. Programska oprema za modeliranje in podporo odločanja 6. Primeri odločitvenih modelov in njihove uporabe v upravi	1. Introduction: decision theory, decision making and decision making process 2. Decision support 3. Decision models 4. Modeling methods and techniques with focus on multi-attribute decision models 5. Software for building decision models and decision support 6. Examples of decision support models and their practical use

Temeljna literatura in viri/Readings:

- Clemen, RT and Reilly, T (2014) *Making Hard Decisions: An Introduction to Decision Analysis*. Third Edition. Duxbury, USA: South-Western Cengage Learning.
- French, S. (1988) *Decision Theory: An Introduction to the Mathematics of Rationality*. London, UK: Ellis Horwood.
- Turban, E, Sharda, R, Delen, D (2011) *Decision Support and Business Intelligence*. US, Boston: Pearson.

Cilji in kompetence:

<p>Cilji – študent zna:</p> <ul style="list-style-type: none"> • analizirati procese odločanja v upravi in odkrivati njihove specifične značilnosti • uporabiti metode, tehnike in sisteme za podporo zahtevnih odločitvenih procesov in gradnjo ustreznih modelov • oceniti, preveriti, ovrednotiti in primerjati uporabnost in ustreznost metod, tehnik in sistemov za podporo odločanju v upravi • analizirati in primerjati rezultate uporabe odločitvenih modelov v podanem upravnem kontekstu <p>Kompetence:</p> <ul style="list-style-type: none"> • možnost identificiranja priložnosti za uporabo teorije odločanja in podpore odločanju na področju uprave • možnost analize realnih odločitvenih problemov v upravi in razvoja ustreznih odločitvenih modelov • možnost uporabe odločitvenih modelov za sprejemanje in analizo odločitev ter analizo različnih scenarijev

Objectives and competences:

<p>Objectives – student knows how to:</p> <ul style="list-style-type: none"> • analyze decisions processes in public administration and discover their specific properties • use methods, techniques and systems for support of complex decision processes and building decision models • estimate, check, evaluate and compare the utility and suitability of methods, techniques and systems for decision support in public administration • analyze and compare the results of using decision models in a given/specific public administration context <p>Competences:</p> <ul style="list-style-type: none"> • the ability to identify opportunities for using decision theory and decision support in the public administration domain • the ability to analyze real-word decision problems in public administration and design of the appropriate decision models • the ability to use decision models for making and analysis of decisions as well as analysis of different scenarios

Predvideni študijski rezultati:

<p>Študent:</p> <ul style="list-style-type: none"> • pozna, razume in lahko uporablja metode za analizo odločitvenih problemov in procesov v upravi • pozna, razume in lahko uporablja ustrezne metod in tehnik za gradnjo večparameterskih odločitvenih modelov • pozna in lahko uporablja programsko opremo za formalizacijo in uporabo odločitvenih modelov • pozna, razume in lahko uporablja analize kaj-če, analize občutljivosti in selektivne razlage za analizo odločitev dobljenih z odločitvenim modelom

Intended learning outcomes:

<p>Student:</p> <ul style="list-style-type: none"> • knows, understands and is able to use methods for analysis of decision problems and processes in public administration • knows, understands and is able to use appropriate methods and techniques for building multi-criteria decision models • knows and is able to use software for formalization and use of decision models • knows, understands and is able to use what-if analysis, sensitivity analysis and option evaluation for analysis of decisions obtained with a decision model

Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. konzultacije 6. seminarska naloga

Learning and teaching methods:

<ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. study consultation 6. seminar paper
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Načini ocenjevanja:

1.	Seminarska naloga
2.	Pisni in/ali ustni izpit

Delež/Weight

70,00 %
30,00 %

Assessment:

1.	Seminar work and presentation
2.	Written and/or Oral exam

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.
- VREČAR, Irena, HRISTOVSKI, Dimitar, PETERLIN, Borut. Telegenetics : an update on availability and use of telemedicine in clinical genetics service. *Journal of medical systems*, ISSN 1573-689X, Feb. 2017, vol. 41, iss. 2, 1-4 str. doi: 10.1007/s10916-016-0666-3.

SODOBNA JAVNA UPRAVA

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	SODOBNA JAVNA UPRAVA
Course title:	CONTEMPORARY PUBLIC ADMINISTRATION
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061319
Koda učne enote na članici/UL Member course code:	2001

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

Vrsta predmeta/Course type: OBVEZNI/core

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	Prerequisites: No prerequisites.
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Vsebina:

1. Teorije, metode in tipi primerjav javne uprave
2. Modeli in tradicije javne uprave po Evropi in po svetu
3. Vloga EU in Sveta Evrope na področju javne uprave
4. Razmerje med pravom in javno upravo
5. Pravni vidiki organiziranosti javne uprave
6. Odprtost in preglednost delovanja
7. Razvoj in reforme javne uprave
8. Sodobni uslužbenski sistemi
9. Izzivi sodobnega javnega upravljanja

Content (Syllabus outline):

1. Theories, methods and types of comparisons of public administration
2. Models and traditions of public administration in Europe and beyond
3. Role of the EU and Council of Europe in the area of public administration
4. The relationship between law and public administration
5. Legal aspects of the organization of public administration
6. Openness and transparency of public administration
7. Development and reforms of public administration
8. Contemporary civil service systems
9. Contemporary challenges of public governance

Temeljna literatura in viri/Readings:

1. European Commission (2018). [A Comparative Overview of Public Administration Characteristics and Performance in EU28](#) (poglavja 1-4)
2. Kuhlmann, S., Wollmann, H. (2019). [Introduction to comparative public administration: administrative systems and reforms in Europe](#) (2nd Ed.). Cheltenham; Northampton: E. Elgar (poglavja 3, 4 in 5).
3. Rakar, I. (ur.) (2020). [Public Administration Across Europe - Structure and Top Civil Servants](#). Ljubljana: Fakulteta za upravo.
4. C. N., Vigoda-Gadot, E., Kisner, M. (2015). *Global dimensions of public administration and governance : a comparative voyage*. New Jersey : Jossey-Bass (izbrana poglavja, cca. 50 str.).
5. Gradiva v e-učilnici.

Cilji in kompetence:

- Cilji:
1. poznati in razumeti razlike med sodobnimi upravnimi sistemi
 2. razumeti vzroke sprememb javne uprave
 3. razviti zmožnost kritičnega mišljenja pri uvajanju sprememb na področju javne uprave
- Kompetence:
1. Zmožnost oblikovanja razvojnih rešitev na področju javne uprave
 2. Sposobnost kritičnega ovrednotenja primerjalnih zgledov
 3. Obvladovanje različnih pristopov k primerjavi sodobnih upravnih sistemov

Objectives and competences:

- Objectives:
- to know and understand the differences between modern public administration systems
 - to understand the causes of changes in public administration
 - to develop the ability of critical thinking in introducing changes in the field of public administration
- Competences:
- Ability to formulate solutions for development of public administration
 - Ability to critically assess the comparative examples
 - Using different approaches to comparing modern administrative systems

Predvideni študijski rezultati:

- zna analizirati upravne sisteme
- zna primerjati upravne sisteme
- zna pojasniti razloge za razlike med upravnimi sistemi

Intended learning outcomes:

- The ability to analyze administrative systems
- The ability to compare administrative systems
- The ability to explain the reasons for the differences between the administrative systems

Metode poučevanja in učenja:

1. priprava na predavanja
2. predavanje
3. priprava na seminar
4. seminar
5. e-učenje
6. seminarska naloga

Learning and teaching methods:

1. preparations for lectures
2. lecture
3. preparations for seminars
4. seminars
5. e-learning
6. seminar paper

Načini ocenjevanja:

	Delež/Weight	Assessment:
1. pisni in/ali ustni izpit	80,00 %	1. Written and/or oral exam
2. seminarska naloga	20,00 %	2. Seminar paper

Reference nosilca/Lecturer's references:

1. RAKAR, Iztok, TIČAR, Bojan, SEVER, Tina. Water protection in Slovenia : constitutional and administrative law perspectives. V: EMAN, Katja (ur.), et al. *Water, governance, and crime issues*. Cham: Springer, cop. 2020. Str. 129-155, ilustr. ISBN 978-3-030-44797-7. [COBISS.SI-ID [25157635](#)]
2. RAKAR, Iztok, KOVAČ, Polonca. Boljši predpisi kot horizontalna politika razvoja slovenske javne uprave : med cilji in realnostjo. V: PEČARIČ, Mirko (ur.). *Od boljših predpisov k njihovem učinkovitejšemu izvrševanju*. 1. izd. Ljubljana: Fakulteta za upravo, 2019. Str. 45-64, tabele. Zbirka znanstvenih monografij Upravna misel. ISBN 978-961-262-115-5. <http://www.fu.uni-lj.si/wp-content/uploads/2021/02/Od-boljsih-predpisov-WEB.pdf>. [COBISS.SI-ID [5343918](#)]

3. BRONIĆ, Mihaela, JERINIĆ, Jelena, KLUN, Maja, OTT, Katarina, RAKAR, Iztok. Local public finance regulation in Southeast Europe: a comparison of Slovenia, Croatia and Serbia. V: GEISLER, René (ur.), HAMMERSCHMID, Gerhard (ur.), RAFFER, Christian (ur.). *Local public finance : an international comparative regulatory perspective*. Cham: Springer, cop. 2021. Str. 91-107, tabele. ISBN 978-3-030-67465-6. <https://doi.org/10.1007/978-3-030-67466-3>, DOI: [10.1007/978-3-030-67466-3_6](https://doi.org/10.1007/978-3-030-67466-3_6), [COBISS.SI-ID [64110339](https://doi.org/10.1007/978-3-030-67466-3_6)]

STRATEŠKI MANAGEMENT V JAVNEM SEKTORJU II

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	STRATEŠKI MANAGEMENT V JAVNEM SEKTORJU II
Course title:	STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR II
Članica nosilka/UL	UL FU
Member:	

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Upravljanje (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061345
Koda učne enote na članici/UL Member course code:	2017

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			88	60	6

Nosilec predmeta/Lecturer: Primož Pevcin

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Inputi strateškega menedžmenta
2. Zunanje in notranje okolje organizacij
3. Vizija in poslanstvo organizacij
4. Oblikovanje strategije organizacije
5. Strategije sodelovanja in internacionalizacije
6. Vladanje v organizacijah
7. Strateško vodenje in strateško podjetništvo
8. Evalvacija strategij
9. Uresničevanje strategij
10. Aktualna vprašanja strateškega menedžmenta
11. Krog strateških sprememb in praksa strateškega načrtovanja
12. Modeli strateškega načrtovanja v javnem in nepridobitnem sektorju po Brysonu

Content (Syllabus outline):

1. Strategic management inputs
2. The external environment and the internal organization
3. Organizational mission and vision
4. Strategy formulation
5. Cooperative and international strategy
6. Corporate governance in general
7. Strategic leadership and strategic entrepreneurship
8. Strategy evaluation
9. Strategy implementation
10. Key strategic-management topics for public sector organizations
11. Strategy change cycle and strategic planning in action in public organizations
12. Strategic management models for public and non-profit organizations

Temeljna literatura in viri/Readings:

1. Bryson, J. (2011). Strategic planning for public and nonprofit organisations. 4. izdaja. Jossey-Bass Publishers, San Francisco.
2. Hitt, M.A. idr. (2013). Strategic Management. 10. izdaja. South-Western, Cengage Learning, Mason.
3. Pevcin, P. in Bogilovič, S. (2017). Strateški menedžment v javnem sektorju. Fakulteta za upravo, Ljubljana.

Cilji in kompetence:

Cilji
Študent

- zna izvajati in načrtovati strateške spremembe v organizaciji,
- zna izdelati strateški plan
- razlikuje izhodišča za strateške spremembe/izboljšave,
- zna uporabiti različna orodja in podatke, ki zagotavljajo preglednejše in celovitejše razumevanje strateških problemov
- utemelji in razvije strateške rešitve, s posebnim poudarkom za javne in nepridobitne organizacije

Kompetence

- sposobnost razvijanja teoretičnih, metodoloških in uporabnih spoznanj strateškega managementa,
- sposobnost prenosa teoretičnih osnov v prakso z vertikalno integracijo vsebin
- sposobnost razumevanja kompleksnejših vprašanj in problemov strateškega odločanja,
- sposobnost nastopanja na strateški ravni,
- sposobnost odločanja na družbeni in organizacijski ravni,
- obvladovanje strateškega načrtovanja, vodenja in podjetništva

Objectives and competences:

Objectives
Students

- are able to plan and implement strategic changes in organizations
- are able to prepare strategic plans and strategic planning documents
- are able to assess inputs for strategic changes and improvements
- are able to utilize tools and organizational data to recognize strategic problems
- are able to produce strategic solutions, specific focus given to public and non-profit organizational setting

Competences

- ability to develop theoretical, methodological and evolutionary developments within strategic management field,
- ability to transfer theoretical knowledge to practice with vertical integrational of knowledge and topics
- ability to recognize complexity, problems and strategic decision-making issues
- ability to address issues related to strategy formulation, evaluation and implementation
- ability to make decisions at all levels
- ability to perform strategic planning, leadership and entrepreneurship

Predvideni študijski rezultati:

Študent

- je zmožen razumeti in rešiti najpomembnejše probleme s področja strateškega managementa.
- pridobi temeljna znanja za reševanje problemov iz prakse,
- pozna ustrezne podatke, ki so potrebni za oblikovanje presoj
- je zmožen podati predloge za izboljšanje in nadgradnjo strateških rešitev
- je zmožen voditi procese strateškega odločanja
- je zmožen strateško načrtovati, voditi in se podjetniško ravnati na različnih znotraj in zunaj-organizacijskih ravneh

Intended learning outcomes:

Student

- recognizes crucial problems related to strategic management within organizations,
- solves practical problems in organizations,
- identifies crucial data needed for sound decisionmaking,
- develops and presents solutions for strategic development of organizations,
- utilizes knowledge to manage processes of strategic decisionmaking
- produces strategic plans and takes actions of strategic leadership and entrepreneurship and varies intra and inter organizational levels

Metode poučevanja in učenja:

1. predavanje
2. seminar
3. projektno delo
4. študija primera

Learning and teaching methods:

1. lectures
2. seminars
3. project work
4. case studies

5. seminarska naloga	5. seminar papers
6. skupinska predstavitev	6. group presentations
7. domače naloge	7. homeworks

Načini ocenjevanja:	Delež/Weight	Assessment:
1. Pisni ali ustni izpit	30,00 %	1. Written or verbal exam
2. Seminarska delo (npr. projektna naloga, seminarska naloga s predstavitvijo)	50,00 %	2. Seminar work (project work or seminar paper presentation)
3. Domača naloga	20,00 %	3. Homework

Reference nosilca/Lecturer's references:

1. Pevcin, Primož, Bogilović, Sabina. Strateški menedžment v javnem sektorju. Fakulteta za upravo, Ljubljana, 2017.
2. PEVCIN, Primož. Productivity changes in Slovenian urban municipalities. Lex localis, ISSN 1855-363X. [Spletna izd.], jul. 2014, vol. 12, no. 3, str. 417-429.
3. PEVCIN, Primož. Reorganizacija javnega sektorja na primeru optimiziranja števila občin v Sloveniji. V: PEVCIN, Primož (ur.), SETNIKAR-CANKAR, Stanka (ur.). Razumen in razumljen javni sektor v Sloveniji, (Zbirka znanstvenih monografij Upravna misel). 1. natis. Ljubljana: Fakulteta za upravo, 2012, str. 75-86.
4. BORSEKOVÁ, Kamila, PETRÍKOVÁ, Katarína, PEVCIN, Primož. Creativity and intangibles in the public sector: sources and socio-economic importance in Slovakia and Slovenia. Mednarodna revija za javno upravo, ISSN 2335-341 [Tiskana izd.], dec. 2013, letn. 51, št. 3/4, str. 103-122.
5. PETKOVŠEK, Veronika, PEVCIN, Primož. Governance issues and management of municipal water and wastewater utilities in Slovenia and selected European countries. V: SITAR, Aleša Saša (ur.), et al. Corporate governance: challenges and development : conference papers, 4th International Conference on Management and Organisation, Brdo pri Kranju, 9-10 June 2016. Ljubljana: The Slovenian Academy of Management, 2016, str. 207-222.

TRAJNOSTNI RAZVOJ

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	TRAJNOSTNI RAZVOJ
Course title:	SUSTAINABLE DEVELOPMENT
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Javno upravljanje in EU (smer)	2. letnik	1. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061338
Koda učne enote na članici/UL Member course code:	2020

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			88	60	6

Nosilec predmeta/Lecturer: Nina Tomažević

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Prerequisites: No prerequisites.

Vsebina:

1. Izzivi trajnosti
2. Osnovni pojmi s področja trajnosti
3. Trajnostni razvoj in družbena odgovornost
4. Trajnostno upravljanje
5. Družbene inovacije in socialna ekonomija
6. Socialno podjetništvo
7. Ravnanje trajnostne verige vrednosti
8. Trženje in komuniciranje trajnosti
9. Merjenje družbenega vpliva
10. Stanje v EU
11. Stanje v Sloveniji
12. Dobre prakse s področja trajnosti in socialne ekonomije

Content (Syllabus outline):

1. Sustainability challenges
2. Basic concepts in the field of sustainability
3. Sustainable development and social responsibility
4. Sustainable governance
5. Social innovation and social economy
6. Social entrepreneurship
7. Sustainable value chain management
8. Sustainability marketing and communication
9. Measuring social impact
10. Situation in EU
11. Situation in Slovenia
12. Best practices in sustainability and social economy

Temeljna literatura in viri/Readings:

1. THIELE, L. P. (2017). *Sustainability (Key concepts)*. 2nd Edition. Polity Press: Cambridge.
2. WEYBRRECHT, G. (2014). *The sustainable MBA: A business guide to sustainability*. 2nd Edition. Wiley, Chichester.

3. EC (European Commission). (2014). *A map of social enterprises and their eco-systems in Europe*. <http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=2149&furtherNews=yes> (Accessed 16 August 2016)
4. ROBERTSON, M. (2017). *Communicating Sustainability: Making sustainability legible*. Routledge: London.

Cilji in kompetence:

Cilji:

- študentje razumejo izzive, s katerimi se bomo v prihodnjih desetletjih soočali kot globalna skupnost in vrednotijo, kako lahko k njihovem reševanju prispevajo posamezniki, združbe, vlade, nevladne organizacije in različna omrežja,
- spodbuditi študente za razumevanje problematike globalne trajnosti, družbene odgovornosti in socialne ekonomije, in jih opremiti s praktičnimi veščinami za razvoj in udeležanje rešitev za trajnostne in družbeno odgovorne izzive,
- študente opremiti z znanjem o orodjih, udeležencih, okvirih in dobrih praksah s področij trajnostnega razvoja in socialne ekonomije,
- študentje se seznanijo s pomembnostjo in hitro rastočimi možnostmi v sektorju, ki se bo dinamično razvijal in omogočal nove zaposlitvene možnosti

Kompetence:

- sposobnost razumeti koncepte trajnosti, družbene odgovornosti in socialne ekonomije ter razmerij med njimi,
- zmožnost pristopa k perečim problemom in oblikovanju rešitev, usmerjenih v prihodnost ter vedenja, kako delovati na preseku različnih disciplin,
- sposobnost odgovornega ravnanja s sredstvi in optimiranja okoljskih, družbenih in ekonomskih vplivov združb
- zmožnost sistemskega razmišljanja, spodbujanja sodelovanja in razumevanja pomembnosti etičnega vedenja

Objectives and competences:

Objectives:

- to make students understand the challenges we as a global community face in the coming decades and to evaluate how individuals, businesses, governments, NGOs and different networks can contribute to resolve them,
- to inspire students with a broad understanding of issues of global sustainability, social responsibility and social economy and provide them with practical skills to develop and implement solutions for sustainability and social responsibility issues,
- to equip the students with the knowledge about the sustainability and social economy tools, stakeholders, frameworks and best practices,
- to make students understand the importance and the growing possibilities in the sector which will develop dynamically, offering new employment opportunities.

Competences:

- ability to understand the concepts of sustainability, social responsibility and social economy and their interrelations,
- capacity to approach emergent problems and generate future-oriented solutions, and know how to work at the intersection of different disciplines,
- ability to responsibly manage the resources and to optimize the environmental, social, and economic impact of an organization
- capacity of systemic thinking, facilitating cooperation and understanding of importance of ethical behaviour

Predvideni študijski rezultati:

Študent bo sposoben:

- razlikovati med trajnostjo, družbeno odgovornostjo in socialno ekonomijo,
- identificirati udeležence in orodja za trajnostni razvoj ter družbeno odgovorno ravnanje in izvedbo,
- analizirati stanje na področju socialne ekonomije v EU in v posamezni državi,
- povzeti ključne izzive prihodnjega razvoja na področjih okolja, ekonomije in socialnih zadev,
- razpravljati o inovativnih izdelkih in storitvah in/ali vključiti trajnost v svoje obstoječe področje odgovornosti.

Intended learning outcomes:

Student will be able to:

- differentiate between sustainability, social responsibility and social economy,
- identify the stakeholders and tools for sustainable development and socially responsible management and execution,
- analyse the situation in the field of social economy in EU and in an individual country,
- summarize the main challenges of future development in the areas of environment, economy and social issues,
- debate on innovative products or services and/or integrate sustainability into his/her existing area of responsibility.

Metode poučevanja in učenja:

1. priprava študenta na predavanja
2. predavanje
3. priprava študenta na seminar
4. seminar
5. e-učenje
6. študija primera
7. seminarska naloga

Learning and teaching methods:

1. student preparations for lectures
2. lecture
3. student preparations for seminars
4. seminars
5. e-learning
6. case study
7. seminar paper

Načini ocenjevanja:

1. pisni ali ustni izpit
2. seminarska naloga

Delež/Weight

- 60,00 %
40,00 %

Assessment:

1. written or oral exam
2. seminar paper

Reference nosilca/Lecturer's references:

1. TOMAŽEVIČ, Nina, CANTELE, Silvia. Social entrepreneurship and social enterprises in Slovenia : strengths and weaknesses from an analysis of the institutional framework : chapter 1 V: MAHER, Chi (ur.). *Handbook of research on value creation for small and micro social enterprises*, (Advances in logistics, operations, and management science (ALOMS) book series, ISSN 2327-350X, ISSN 2327-3518). Hershey: IGI Global. 2019, str. 207-228, tabele. [COBISS.SI-ID [5269934](#)]
2. TOMAŽEVIČ, Nina, CANTELE, Silvia. *A comparative analysis of institutional frameworks for social enterprises in Italy and Slovenia*. Verona: Università di Verona, Dipartimento di Economia Aziendale; Ljubljana: Univerza v Ljubljani, Fakulteta za upravo, 2016. 203 str., ilustr. [COBISS.SI-ID [4870318](#)]
3. TOMAŽEVIČ, Nina. Socially responsible management in public administration. V: MULEJ, Matjaž (ur.), DYCK, Robert G. (ur.). *Social responsibility - sustainability, education and management*, (Social responsibility beyond neoliberalism and charity, ISSN 2352-3336, Vol. 2). [S. l.]: Bentham eBooks, 2014, str. 200-228, ilustr. <http://www.eurekaselect.com/123211/chapter/socially-responsible-management-in-public-administratio>, doi: [10.2174/9781608059041114020011](https://doi.org/10.2174/9781608059041114020011). [COBISS.SI-ID [4398254](#)]
4. TOMAŽEVIČ, Nina. *Družbena odgovornost in odličnost javne uprave*, (Upravna misel). 1. izd. Ljubljana: Fakulteta za upravo, 2011. XVIII, 319 str., ilustr. ISBN 978-961-262-043-1. [COBISS.SI-ID [257379584](#)]
5. TOMAŽEVIČ, Nina, TEKAVČIČ, Metka, PELJHAN, Darja. Towards excellence in public administration: organisation theory-based performance management model. *Total quality management & business excellence*, ISSN 1478-3363, 2017, vol. 28, iss. 5/6, str. 578-599, doi: [10.1080/14783363.2011102048](https://doi.org/10.1080/14783363.2011102048). [COBISS.SI-ID [22820582](#)]

UPRAVLJANJE INFORMACIJ

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	UPRAVLJANJE INFORMACIJ
Course title:	INFORMATION GOVERNANCE
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	1. semester, 2. semester	izbirni

Univerzitetna koda predmeta/University course code:	0068412
Koda učne enote na članici/UL Member course code:	2008

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			88	60	6

Nosilec predmeta/Lecturer: Mitja Dečman

Vrsta predmeta/Course type: OBVEZNO IZBIRNI 1. LETNIK - 2. del/CORE ELECTIVE - 2. part

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	No prerequisites.
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Vsebina:	Content (Syllabus outline):
<ol style="list-style-type: none">Uvod v upravljanje informacij (UI)UI in pravni vidik;UI in informacijska tehnologija;UI in zasebnost in varnostUI in platforme storitevUI in internet stvari ter masovnih podatkovPolitike UIOrganiziranje informacij – taksonomije in metapodatkiTehnologije UIVzdrževanje UI in trajnostni vidikiDobre prakse – študij primeraPrihodnost UI	<ol style="list-style-type: none">Introduction of Information Governance (IG)Information Governance & Legal aspects;Information Governance & Information Technology;Information Governance & Privacy/SecurityInformation Governance for Delivery PlatformsInformation Governance & Internet of Things and Big DataPolicy WritingInformation Organization – Taxonomies & MetadataInformation Governance TechnologiesMaintaining Information Governance Program and Long Term Information Governance Program IssuesInformation Governance Best PracticesFuture of Information Governance

Temeljna literatura in viri/Readings:

1. Smallwood, R. F. (2014), Information Governance: concepts, strategies, and best practices, Wiley CIO Series, Hoboken: New jersey
2. Franks, P. C., (2013), Records & Information management, Chicago: Neal Schuman
3. DLM 2014: making the information governance landscape in Europe, Lisboa, 2014 - Biblioteca Nacional Digital. (n.d.). Retrieved 7 September 2016, from <http://purl.pt/26107>, (Izbrani članki)
4. DEČMAN, Mitja (2016). Upravljanje informacij, prosojnice. Fakulteta za upravo, Ljubljana.
5. Vsebine v spletni učilnici.

Cilji in kompetence:

Cilji:

- študent razume Upravljanje informacij (UI) in povezovanje s korporativnim upravljanjem
- študenta usposobimo, da artikulira kako upravljanje informacij deluje in razlikuje med UI, upravljanje podatkov in upravljanjem informacijske tehnologije
- študent usposobimo, da razume poslovne vidike UI in ključne deležnike programa UI
- študentu damo možnost, da prepozna področja potreb UI na bazi sistema vrednotenja, vključujoč pomanjkljivosti politik in potreb
- študentu damo možnost, da zna artikulirati, kako UI obvladujemo z različnimi platformami
- študent zna opredeliti dolgoročne vidike UI

Kompetence:

- sposobnost diskusije o implikacijah UI znotraj ključnih področjih učinkovanja, to je področij varnosti, zasebnosti, prava in tehnologije
- sposobnost aplikacije UI in dobrih praks za kreiranje in evalvacijo UI
- zmožnost evalvacije tehnologij za UI in okolij, v katere jih lahko apliciramo
- obvladovanje načrtovanja trajnostnega vidika UI

Objectives and competences:

Objectives:

- student understands the role of Information Governance (IG) and its connection to corporate governance.
- students are prepared to articulate how IG works within the framework of corporate governance and identifies the differences between IG, data governance, and IT governance
- students are enabled to understand business considerations and key stakeholders for IG program
- student is given a possibility to recognize areas of IG needs based on assessment, including policy deficiencies and needs
- student is given a chance to articulate how IG is handled in a variety of delivery platforms
- student can describe long-term IG program issues

Competences:

- ability to discuss implications of information governance within key impact areas of privacy, security, legal functions and information technology.
- ability to apply information governance best practices to create and perform an information governance assessment
- ability to evaluate information technologies for IG and applicable environments
- ability to plan UI through long term perception

Predvideni študijski rezultati:

Študent bo:

- razlikovati med UI in upravljanjem dokumentov
- identificirati deležnike UI in njihove vloge
- analizirati UI s pravnega, varnostnega in zasebnostnega vidika
- debatirati o vlogi in pomenu UI v različnih tehnoloških okoljih
- povzeti bistvene izzive UI v javnem sektorju skozi različne primere

Intended learning outcomes:

Student will be able to:

- differentiate
- identify stakeholders of IG and their roles
- analyze IG from the legal viewpoint, privacy and security
- debate on role and significance of IG in different technological environments
- summarize main challenges of IG in public sector through different cases

Metode poučevanja in učenja:

1. priprava študenta na predavanja
2. predavanje
3. seminarska naloga

Learning and teaching methods:

1. student preparations for lectures
2. lecture
3. seminar paper

4. skupinska predstavitev	4. group presentation
5. e-učenje	5. e-learning
6. študija primera	6. case study
7. raziskovalno delo	7. research work

Načini ocenjevanja:	Delež/Weight	Assessment:
1. izpit: pisni ali ustni izpit	60,00 %	1. exam: written or spoken exam
2. seminarska naloga delo in pripadajoče aktivnosti ter zagovor dela	40,00 %	2. seminar work, corresponding activities and oral presentation
Končno oceno predmeta lahko študent dobi, če zadosti sledečim pogojem: pisni ali ustni izpit mora biti pozitiven (več kot 50 %).		To get the final grade the following condition must be met: Written or spoken exam must be positive (more than 50 %).

Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> 1. DEČMAN, Mitja. Modeling the acceptance of e-learning in mandatory environments of higher education: the influence of previous education and gender. <i>Computers in human behavior</i>, ISSN 0747-5632. [Print ed.], Aug. 2015, vol. 49, str. [272]-281 2. DEČMAN, Mitja, VINTAR, Mirko. A possible solution for digital preservation of e-government: a centralized repository within a cloud computing framework. <i>Aslib proceedings</i>, ISSN 0001-253X, 2013, vol. 65, no. 4, str. 406-424, ilustr., doi: 10.1108/AP-05-2012-0049. 3. DEČMAN, Mitja, KLUN, Maja. Efficiency and usability of information systems: e-recovery system in Slovenia. V: ADAMS, Carl (ur.). <i>Proceedings of the 15th European Conference on eGovernment</i>, University of Portsmouth, UK, 18-19 June 2015. Reading: Academic Conferences and Publishing International Limited, 2015, str. 79-86, ilustr. 4. DEČMAN, Mitja. Long-term digital archiving - outsourcing or doing it. <i>Electronic journal of e-government</i>, 2007, vol. 5, special Issue 2, str. 135-144, ilustr. http://www.ejeg.com/issue-current.htm. 5. DEČMAN, Mitja. Responsiveness of e-government and the case of Slovenia. V: <i>The 5th European conference on e-government</i>: University of Antwerp, Belgium, 16-17 June 2005. Reading: ACI, 2005, str. 15. 6. KOVAČ, Polonca, DEČMAN, Mitja. Implementation and change of processual administrative legislation through an innovative Web 2.0 solution. <i>Transylvanian review of administrative sciences</i>, 2009, no. 28 E, str. 65-86, ilustr.

UPRAVNO PROCESNO PRAVO

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	UPRAVNO PROCESNO PRAVO
Course title:	ADMINISTRATIVE PROCEDURAL LAW
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski	Ni členitve (študijski program)	1. letnik	2. semester	obvezen

Univerzitetna koda predmeta/University course code:	0156420
Koda učne enote na članici/UL Member course code:	774

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: Polonca Kovač

Vrsta predmeta/Course type: OBVEZNI/CORE

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Ni pogojev.	Ni pogojev.
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Vsebina:

1. Dobro (javno) upravljanje ter vloga upravnih procesov in prava v njem. Interdisciplinarnost upravnih procesov. Upravne tradicije. UPP kot del upravnih reform.
2. Evropeizacija (regulacije) upravnih postopkov skozi funkcijo implementacije javnih politik. Evropski upravni prostor. Ključni trendi. Odprava administrativnih ovir. Alternativno reševanje sporov.
3. Pojem in pravice dobre uprave po Listini EU o temeljnih pravicah in evropski judikaturi. Vzorčna pravila in Uredba o odprti, učinkoviti in neodvisni EU upravi.
4. Vrste upravnih razmerij, aktov in norm v Sloveniji in EU ter izbranih državah. Konvergenčni trendi. Normodajni in upravni postopki. Razmerje materialno in procesno pravo.

Content (Syllabus outline):

1. Good (Public) Governance with the role of administrative processes and law in it. Interdisciplinarity of administrative procedures. Administrative traditions. APL as a part of administrative reforms.
2. Europeanization of administrative procedures through the function of public policies' implementation. European Administrative Space. Key trends. Red tape reduction. Alternative dispute resolution.
3. Notion and rights of Good Administration by EU Charter of Fundamental Rights and European case law. Model Rules and Regulation for an open, efficient and independent EU administration.
4. Types of administrative relations, acts and norms in Slovenia, the EU and selected countries. Convergence trends. Regulatory and

<ol style="list-style-type: none"> 5. Funkcije upravnega postopka in upravnega procesnega prava skozi pravice obrambe v ustavnem okviru. Enako varstvo pravic in posebni upravni postopki. Načelo de minimis. 6. Temeljna načela upravnega procesnega prava v EU in Sloveniji. Zakonitost, vladavina prava, diskrecija, varstvo javnega interesa. Bistvena postopkovna pravila in kršitve. Nepristranskost. 7. Varstvo pravic strank. Teorija pridobljenih pravic. Status in položaji strank, stranski udeleženci. Zloraba pravice. 8. Materialna resnica. Stopnje prepričanja in vrste ugotovitvenega postopka. Fikcije in domneve. Dokazovanje, (ne)dovoljeni dokazi, privatizacija. 9. Pravice biti slišan in informiranja. Participacija v javnih zadevah. 10. Načelo samostojnosti. Pristojnost, devolucija, delegacija, rekvizicija. Komunikacija med organi in strankami, faze postopka, posamični upravni akt. 11. Učinkovitost in vrste pravnih sredstev v EU in Sloveniji. Upravna pritožba, izredna pravna sredstva, res iudicata. 12. Predpisani in razumni rok odločanja. Upravni molk. Sodni in druge oblike nadzora nad zakonitostjo in primernostjo upravnih aktov. Evropeizacija upravnno-sodnega nadzora. 	<p>administrative procedures. Relation substantive v. procedure law.</p> <ol style="list-style-type: none"> 5. Functions of administrative procedures and law through the rights of defense in the constitutional framework. Equal protection of rights in special procedures. De minimis principle. 6. Fundamental administrative procedural law principles in the EU and Slovenia. Legality, lawfulness, rule of law, discretionary powers, public interest protection. Substantial procedural rules and errors. Impartiality. 7. Protection of parties' rights. Vested rights theory. Locus standi and affected parties. Abuse of rights. 8. Substantive truth. Levels of certainty and types of facts establishing proceedings. Fictions and legal assumptions. Evidence giving, (in)admissible proofs, privatisation/outcourcing. 9. Rights to be heard and to information. Participation in public matters. 10. Principle of independence. Jurisdiction, devolution, delegation, requisition. Communication, phases of procedure, individual administrative act. 11. Efficiency and types of legal remedies in EU and Slovenia. Administrative appeal, extraordinary remedies, res iudicata. Prescribed and reasonable timing. Administrative silence. 12. Judicial and other review forms over legality and appropriateness of administrative acts. Europeanisation of administrative justice
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Temeljna literatura in viri/Readings:

1. Jerovšek, T., Kovač, P. (2020). *Upravni postopek in upravni spor*. 3. izdaja/ponatis. Ljubljana: Fakulteta za upravo, 200 str.
2. Avbelj, M. et al. (2019). *Komentar Ustave RS*. Nova Gorica: Nova univerza, EPF, izbranih 30 str.
3. Kovač, P. (2021). Changing the General Administrative Procedure Codification in Slovenia: between Austrian Tradition, EU Convergence and Future Social Challenges, *Edizioni Scientifiche Italiane*, special issue.
4. Kovač, P. (2020). Kodifikacija upravnega postopka v Sloveniji in EU, *Teorija in praksa*, let. 57, št. 3, str. 848-866, <https://www.fdv.uni-lj.si/revije/znanstvene-revije/teorija-in-praksa>
5. Kovač, P. (2016). The requirements and limits of the codification of administrative procedures in Slovenia according to European trends. *Review of central and east European law*, 41(3/4) 427-461.
6. Kerševan, E., Androjna, V., (2017). *Upravno procesno pravo*. Ljubljana: GV založba, izbranih cca 80 str.
7. Kovač, P. (2019): Principles of administrative procedure in selected CEE countries : between national legacies and European trends. V: *Public Administration in a Democratic Society, Dubrovnik, Croatia* [Zagreb]: Institute of Public Administration. <https://iju.hr/ipisa/2019/papers/ip19p2.pdf>.
8. Hofmann, H.C.H. et al. (2014): ReNEUAL Model Rules, http://www.renewal.eu/images/Home/ReNEUAL-Model_Rules-Compilation_BooksI_VI_2014-09-03.pdf
9. Dragos, D.C., Kovač, P., Tolsma, H.D. (2020). *The Sound of Silence in European Administrative Law*. Palgrave Macmillan, izbranih 50 strani.
10. Koprić, I. et al. (2016). *Legal Remedies in Administrative Procedures in Western Balkans*. ReSPA, <http://www.respaweb.eu/11/library#respa-publications-2016-7>, izbranih 20 str.
11. Kovač, P., Jukić, T. (2017): Recent regional developments in red tape reduction. *Lex Localis*, vol. 15 (3), 433-457, <http://pub.lex-localis.info/index.php/LexLocalis/article/view/15.3.433-457%282017%29>
12. Kovač, P. (2022). *Praktikum za upravno procesno pravo*. Ljubljana: Fakulteta za upravo.

Cilji in kompetence:

<p>Cilji</p> <ul style="list-style-type: none"> • razumevanje in evalvacija vloge UPP v javni upravi in evropske konvergence • razumevanje in vrednotenje prvin javnega upravljanja, dobre uprave, upravnih postopkov in (upravnega procesnega) prava, razmerja med njimi • kritično razumevanje trendov UPP v slovenskem in evropskem prostoru • usposobljenost za razlago pomena in vsebin temeljnih upravnoprocenih načel • analiziranje in reševanje zahtevnejših procesnih problemov razvijanje skupinskega dela, mreženja in upravne etike <p>Kompetence</p> <ul style="list-style-type: none"> • sposobnost inovativnega in kritičnega vrednotenja jedrnih področnih konceptov • zmožnost avtonomnega reševanja zahtevnejših upravnoprocenih problemov skozi prizmo načel dobre uprave • sposobnost inovativne (primerjalno)pravne analize in povezanega raziskovalnega dela • sposobnost refleksije in kritične analize ter pravnoetične presoje • zmožnost konstruktivno mrežiti in delovati v skupini • obvladanje strokovne terminologije v slovenskem in angleškem jeziku
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Objectives and competences:

<p>Objectives</p> <ul style="list-style-type: none"> • understanding and evaluation of APL role in public administration and European convergence • understanding and assessment of elements of public governance, good administration, administrative procedures and (administrative procedural) law, relations among them • critical assessment of trends in administrative procedural law in Slovenian and European space • ability to interpret meaning and contents of fundamental administrative procedural principles • analysis and problemsolving of complex problems • development of team work, networking and field ethics <p>Competences</p> <ul style="list-style-type: none"> • ability to innovatively and critically assess key field concepts • ability to autonomously resolve complex administrative procedural problems through lenses of good administration principles • ability to conduct innovative (comparative) legal analysis and research work • ability to reflect and perform legal and ethical evaluation • ability to constructively net- and teamwork • ability to use professional terminology in Slovenian ad English
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Predvideni študijski rezultati:

<p>Študent zna:</p> <ul style="list-style-type: none"> • pojasniti, vrednotiti in razvijati inovativno vlogo UPP in pravic dobre uprave v dobrem javnem upravljanju • povzeti in razčleniti temeljna upravno- procesna načela v EU in Sloveniji • primerjati in razvrstiti bistvena pravila UPP • analizirati zahtevnejše procesne probleme in presoditi, katera načela in pravice se aplicira v teh situacijah • kategorizirati in argumentirati tipe upravnih aktov in posledično pravno varstvo strank
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Intended learning outcomes:

<p>Student knows how to:</p> <ul style="list-style-type: none"> • explain, assess and develop the innovative role of APL and rights of GA within good public governance • summarize and analyze fundamental APL principles in the EU and Slovenia • compare and classify significant APL rules • analyze complex procedural problems and judge, which principles to apply in these situations • categorize and argue what are the types of administrative acts and consequential legal protection of parties

Metode poučevanja in učenja:

<ol style="list-style-type: none"> 1. priprava na predavanja 2. predavanje 3. priprava na seminar 4. seminar 5. projektna skupinska naloga (analiza sodnih primerov oz. upravne prakse, primerjalne ureditve, sodelovanje v raziskovalnem projektu, terensko delo, medpredmetno sodelovanje) 6. problemsko učenje 7. konzultacije
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Learning and teaching methods:

<ol style="list-style-type: none"> 1. preparations for lectures 2. lecture 3. preparations for seminars 4. seminars 5. project group (analysis of case-law and administrative practice, comparative analyses, cooperation within research project, field work, inter-curricular collaboration) 6. problem based learning 7. study consultation

8. gostujoče predavanje iz prakse	8. guest lecture from practice
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Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni in/ali ustni izpit	60,00 %	1. written and/or oral examination
2. sprotne naloge in aktivno delo na predavanjih in seminarjih	10,00 %	2. interim assignments and active collaboration within lectures and seminars
3. skupinska seminarska naloga z analizo študije primerov s poročilom	30,00 %	3. group seminar work on with analysis of case studies a report

Reference nosilca/Lecturer's references:

<ol style="list-style-type: none"> 1. Kovač, P., Kerševan, E. (ur.) (2020/1, 2). ZUP s komentarjem. Ljubljana: Uradni list RS in PF UL. 2. Kovač, P. (2021). Changing the General Administrative Procedure Codification in Slovenia: between Austrian Tradition, EU Convergence and Future Social Challenges, Edizioni Scientifiche Italiane, special issue. 3. Dragos, D.C., Kovač, P., Tolsma, H.D. (2020). The Sound of Silence in European Administrative Law. Legal and Empirical Insights in Selected Jurisdictions. Palgrave Macmillan. 4. Jerovšek, T., Kovač, P. (2020). Upravni postopek in upravni spor. Ljubljana: Fakulteta za upravo. 5. Kovač, P., v Avbelj, M. (2019). Komentar Ustave RS (komentar k členom 22, 23, 25 in 157; Del 1: str. 189-197, 228-232, 248-255, Del 2: str. 420-430). Nova Gorica: Nova univerza, EPF. 6. Kovač, P. (2016). The requirements and limits of the codification of administrative procedures in Slovenia according to European trends. <i>Review of central and east European law</i>, 41(3/4) 427-461. 7. Kovač, P. (2017). Between theoretical principles and practice in Slovene regulatory impact assessment procedures. <i>Review of central and east European law</i>. 2017, vol. 42, iss. 2/3, str. 215-250. 8. Kovač, P., Fabrizio, K. (2020), v: Karpen, U., Xanthaki, H. (ur.). <i>Legislation in Europe : a country by country guide</i>. Oxford; New York: Hart, 2020. Str. 433-451.

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
Uprava - Upravljanje javnega sektorja, druga stopnja, magistrski (od študijskega leta 2022/2023 dalje)	Ni členitve (študijski program)	1. letnik	2. semester	obvezen

Univerzitetna koda predmeta/University course code:	0061321
Koda učne enote na članici/UL Member course code:	2003

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:

Vrsta predmeta/Course type:

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

1. Northouse, P. G. (2019). Leadership. Theory and Practice, Eighth Edition. Sage. Thousand Oaks, California.

2. Harvard Business Review (2011). HBR's 10 Must Reads on Leadership. Harvard Business Review.
3. Yukl, G. (2013). Leadership in organisations. Pearson, Boston.

Cilji in kompetence:	Objectives and competences:
<p>Študent :</p> <ul style="list-style-type: none"> • razume naravo vodenja • predstavi značilne koncepte vodenja v javni upravi • razume in je zmožen uravnati kompleksnost delovnih odnosov • identificira dejavnike uspešnega vodenja • prepoznava smiselne ukrepe razvoja vodij. <p>Kompetence:</p> <ul style="list-style-type: none"> • zmožnost opredelitve značilnih elementov vodenja • razumevanje posebnosti vodenja v javni upravi • obvladovanje kompleksnosti delovnih odnosov • sposobnost analize dejavnikov uspešnega vodenja • oblikovanje ukrepov razvoja vodij. 	<p>Student:</p> <ul style="list-style-type: none"> • understands nature of leadership • presents a significant leadership concepts in public administration • understands and is able to manage the complexity of relationships at work • is able to identify effective leadership • verifies leadership competency • identify factors of effective leadership • recognizes meaningful measures of development leaders. <p>Competencies:</p> <ul style="list-style-type: none"> • capability of defining specific elements of leadership • understanding of the particularities of public sector leadership • managing the complexity of relations at work • ability to analyse the factors of successful leadership • to design measures of development leaders.

Predvideni študijski rezultati:	Intended learning outcomes:
<p>Znanje in razumevanje</p> <p>Študent bo zmožen:</p> <ul style="list-style-type: none"> • razumeti posebnosti vodenja v javni upravi • prepoznavati različne koncepte vodenja ter kriterije in dejavnike uspešnega vodenja. • razumeti povezanost uspešnosti vodenja s kompleksnostjo delovnih odnosov, kompetentnostjo in razvojem vodij. 	<p>Knowledge and understanding</p> <p>Student will be able:</p> <ul style="list-style-type: none"> • to understand the specific of leadership in public administration • to identifies the different concepts of leadership and the criteria and factors of effective leadership • to understand the relationship between leadership performance, of relationships at work, competence and development of leaders.

Metode poučevanja in učenja:	Learning and teaching methods:
<ol style="list-style-type: none"> 1. predavanje 2. seminar 3. skupinsko delo in vodenje skupine ljudi 4. (skupinska) predstavitev poročila 5. študija primera 6. problemsko učenje 7. e-učenje 8. individualne konzultacije 	<ol style="list-style-type: none"> 1. lecture 2. seminar 3. group work and leading a group of people 4. (group) presentation of report 5. case study 6. problem based learning 7. e-learning 8. individual tutorial

Načini ocenjevanja:	Delež/Weight	Assessment:
1. pisni izpit ali ustni izpit (pogoj: pozitivna ocena izpita)	60,00 %	1. Written or oral examination (condition: positive evaluation of the exam)
2. Aktivno sodelovanje (samostojno in/ali skupinsko delo, e-učenje, test, esej), skupinsko delo in poročilo (poročilo projektne naloge, zagovor projektne naloge)	40,00 %	2. Active participation (individual and/or group work, e-learning, test, essay) group work and report (report of project work, oral presentation of project work)
Pri oblikovanju ocene predmeta se upoštevajo rezultati tistih delnih obveznosti,		Final assessment of the course is the sum of the written (and / or oral) examination and

ki jih študent pridobi do roka za katerega je razpisana časovna obveznost (pisni ali ustni izpit).		other partial estimates of commitments that are finished before the time of examination.
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Reference nosilca/Lecturer's references:

1. 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.
2. 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.
3. 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.