

MANAGEMENT IN MERJENJE USPEŠNOSTI IN UČINKOVITOSTI V JAVNEM SEKTORJU

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	Management in merjenje uspešnosti in učinkovitosti v javnem sektorju
Course title:	Management and performance measurement in the public sector
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	Študijska smer	Letnik	Semestri	Izbirnost
Management v upravi, druga stopnja, magistrski (od študijskega leta 2024/2025 dalje)	Ni členitve (študijski program)	2. letnik	1. semester	izbirni

Univerzitetna koda predmeta/University course code:	0643380
Koda učne enote na članici/UL Member course code:	2221

Predavanja /Lectures	Seminar /Seminar	Vaje /Tutorials	Klinične vaje /Clinical tutorials	Druge oblike študija /Other forms of study	Samostojno delo /Individual student work	ECTS
25	9			56	90	6

Nosilec predmeta/Lecturer: Aleksander Aristovnik, Lan Umek

Vrsta predmeta/Course type: izbirni/elective

Jeziki/Languages:

Predavanja/Lectures:	Angleščina, Slovenščina
Vaje/Tutorial:	

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

Splošni pogoji za vpis v program.	Prerequisites: General conditions for enrolment in the program.
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Vsebina:	Content (Syllabus outline):
<ol style="list-style-type: none">Uvod v management in merjenje uspešnosti/učinkovitosti.Koncept uspešnosti/učinkovitosti javnega sektorja.Načrtovanje uspešnosti/učinkovitosti, vključno s strategijo in postavljanjem ciljev.Tradicionalna ter sodobna orodja in sistemi za merjenje uspešnosti/učinkovitosti.Ključni kazalniki uspešnosti/učinkovitosti.Primerjalna analiza.Povezovanje merjenja uspešnosti/učinkovitosti s strateškimi cilji.	<ol style="list-style-type: none">Introduction to management and performance measurementThe concept of public sector performancePerformance planning, including strategy and goal settingTraditional and contemporary performance measurement tools and systemsKey performance indicatorsBenchmark analysisLinking performance measurement to strategic goalsPerformance data and information, including data collection, analysis and reporting processes

8. Podatki in informacije o uspešnosti/učinkovitosti, vključno s postopki zbiranja podatkov, analize in poročanja. 9. Primeri praktične uporabe merjenja uspešnosti/učinkovitosti v javnem sektorju. 10. Prakse managementa uspešnosti/učinkovitosti in njihova uporaba v javnem sektorju. 11. Namerne in nenamerne posledice managementa in merjenja uspešnosti/učinkovitosti. 12. Implikacije managementa in merjenja uspešnosti/učinkovitosti za vodje in druge deležnike.	9. Practical use cases of performance measurement in public sector 10. Performance management practices and their use in public sector 11. Intended and unintended consequences of management and performance measurement 12. Implications of management and performance measurement for managers and other stakeholders
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Temeljna literatura in viri/Readings:

<ul style="list-style-type: none"> • Kearney, R. (2018). Public sector performance: management, motivation, and measurement. Routledge. (izbrana poglavja) • Van Dooren, W., Bouckaert, G. in Halligan, J. (2015). Performance management in the public sector. Routledge. (izbrana poglavja) • Arnaboldi, M., Lapsley, I. in Steccolini, I. (2015). Performance management in the public sector: The ultimate challenge. Financial Accountability & Management, 31(1), 1-22. • Spekle, R. F. in Verbeeten, F. H. (2014). The use of performance measurement systems in the public sector: Effects on performance. Management accounting research, 25(2), 131-146.
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Cilji in kompetence:

<p>Cilji:</p> <ul style="list-style-type: none"> • študent razume vlogo managementa in merjenja uspešnosti/učinkovitosti v javnem sektorju, • študent identificira pomanjkljivosti v obstoječih sistemih managementa in merjenja uspešnosti/učinkovitosti, • študent prepozna različne prednosti implementacije dobro zasnovanih sistemov managementa in merjenja uspešnosti/učinkovitosti, • študent analizira uspešnosti/učinkovitost v javnem sektorju, • študent izlušči priporočila za managerje in druge deležnike. <p>Kompetence:</p> <ul style="list-style-type: none"> • sposobnost razumevanja vloge managementa, • možnost oblikovanja in merjenja uspešnosti/učinkovitosti v javnem sektorju, • sposobnost prepoznavanja pomanjkljivosti v obstoječih sistemih za management in merjenje uspešnosti/učinkovitosti ter predlagati možne izboljšave, • sposobnost analiziranja uspešnosti/učinkovitosti organizacij javnega sektorja, • sposobnost povezovanja in prenašanja pridobljenega znanja v prakso.
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Objectives and competences:

<p>Objectives:</p> <ul style="list-style-type: none"> • Student understands the role of management and performance measurement in public sector • Student identifies deficiencies in the existing management and performance measurement systems • Student recognises different advantages of implementing well-designed management and performance measurement systems • Student analyses the performance in public sector • Student extracts recommendations for managers and other stakeholders <p>Competencies:</p> <ul style="list-style-type: none"> • Ability to understand the role of management • Ability to prepare and measure effectiveness/efficiency in public sector • Ability to identify deficiencies in the existing management and performance measurement systems and suggest possible improvements • Student will be able to design effective management and performance measurement system • Ability to analyse effectiveness/efficiency in public sector • Ability to connect and transfer the acquired knowledge into practice

Predvideni študijski rezultati:

<p>Študent:</p> <ul style="list-style-type: none"> • uporabi znanje pri reševanju vprašanj ali problemov v praksi,

Intended learning outcomes:

<p>Students:</p> <ul style="list-style-type: none"> • Applies knowledge in solving issues or problems in practice
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<ul style="list-style-type: none"> • naslovi specifična vprašanja ali zapletene probleme merjenja uspešnosti/učinkovitosti, • preuči pomen in posledice managementa in merjenja uspešnosti/uspešnosti, • analizira merjenje uspešnosti/učinkovitosti v javnem sektorju, • predlaga priporočila za vodje in druge deležnike. 	<ul style="list-style-type: none"> • Addresses specific issues or complex performance measurement and management problems • Examines the meaning and consequences of management and performance measurement • Analyses performance measurement in public sector • Proposes recommendations for managers and other stakeholders
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Metode poučevanja in učenja: <ul style="list-style-type: none"> • predavanja, • seminarji, • e-učenje, • študija primera, • seminarska naloga. 	Learning and teaching methods: <ul style="list-style-type: none"> • Lectures • Seminars • E-learning • Case study • Seminar paper
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Načini ocenjevanja:	Delež/Weight	Assessment:
<ul style="list-style-type: none"> • pisni in/ali ustni izpit 	70,00 %	<ul style="list-style-type: none"> • Written and/or oral exam
<ul style="list-style-type: none"> • seminarsko delo in zagovor dela 	30,00 %	<ul style="list-style-type: none"> • Seminar work and oral exam

Reference nosilca/Lecturer's references:

- ARISTOVNIK, Aleksander. The relative efficiency of education and R&D expenditures in the new EU member states. *Journal of business economics and management : transition processes in Central and Eastern Europe*. 2012, vol. 13, no. 5, str. 832-848. ISSN 1611-1699.
- ARISTOVNIK, Aleksander, SELJAK, Janko, MENCINGER, Jernej. Relative efficiency of police directorates in Slovenia : a non-parametric analysis. *Expert systems with applications*. [Print ed.]. feb. 2013, vol. 40, iss. 2, str. 820-827.
- UMEK, Lan, KERŽIČ, Damijana, ARISTOVNIK, Aleksander, TOMAŽEVIČ, Nina. An assessment of the effectiveness of Moodle e-learning system for undergraduate public administration education. *International journal of innovation and learning*. 2017, vol. 21, no. 2, str. 165-177.
- ARISTOVNIK, Aleksander, KOVAČ, Polonca, TOMAŽEVIČ, Nina, UMEK, Lan, RAVŠELJ, Dejan, et al. The impact of digitalization on the intersection of administrative efficiency and protection of public interest – Findings from local public administrations of Central European countries in the COVID-19 crisis. V: *EGPA - Conférence du GEAP - Bruxelles 7-10 septembre 2021 : Gestion de conférence ConfTool*. Brussels: EGPA. 2021.
- RAKAR, Iztok, ŠKRLIN, Ana, UMEK, Lan. Uspešnost slovenske javne uprave : analiza uvrstitev na izbranih mednarodnih lestvicah v obdobju 2015–2020. *Javna uprava*. 2022, letn. 58, št. 1/2, str. 49-79, 95-96.