UPRAVLJAVSKA EKONOMIKA V JAVNIH IN NEPRIDOBITNIH ORGANIZACIJAH

UČNI NAČRT PREDMETA/COURSE SYLLABUS

Predmet:	UPRAVLJAVSKA EKONOMIKA V JAVNIH IN NEPRIDOBITNIH ORGANIZACIJAH
Course title:	MANAGERIAL ECONOMICS IN PUBLIC AND NON-PROFIT ORGANISATIONS
Članica nosilka/UL Member:	UL FU

Študijski programi in stopnja	**Študijska smer**	**Letnik**	**Semestri**	**Izbirnost**
Upravljanje javnega sektorja, prva stopnja, univerzitetni	Splošna smer (smer)	3. letnik	2. semester	obvezni

Univerzitetna koda predmeta/University course code:	0044870
Koda učne enote na članici/UL Member course code:	0791

Predavanja /Lectures	**Seminar /Seminar**	**Vaje /Tutorials**	**Klinične vaje /Clinical tutorials**	**Druge oblike študija /Other forms of study**	**Samostojno delo /Individual student work**	**ECTS**
45		30		15	90	6

Nosilec predmeta/Lecturer:	prof. dr. Primož Pevcin
Vrsta predmeta/Course type:	Obvezni/Core

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

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

Vsebina:	**Content (Syllabus outline):**
1. Opredelitev, namen in instrumentarij upravljavske (menedžerske) ekonomike ter njena uporaba v javnih in nepridobitnih organizacijah. 2. Opredelitev, značilnosti in vloga javnih podjetij, javnih zavodov ter nepridobitnih organizacij v sodobni družbi. 3. Posebnosti upravljavske in poslovne ekonomike v javnem in nepridobitnem sektorju ter večkriterijsko odločanje v kompleksnem okolju. 4. Teorija firme, organizacijski dizajn ter posebnosti upravljanja in delovanja organizacij javnega in nepridobitnega sektorja.	1. Definition, purpose, and tools of managerial economics and their application in public and non-profit organizations. 2. Definition, characteristics, and role of public enterprises, public institutions, and non-profit organizations in contemporary society. 3. Specific features of managerial and business economics in the public and non-profit sectors, including decision-making in complex environments. 4. Theory of the firm, organizational design, and the specificities of managing and operating public and non-profit organizations.

5. Produkcija, poslovni procesi, stroški, učinkovitost in vrednotenje uspešnosti organizacij v pogojih digitalizacije. 6. Analiza, ocenjevanje in napovedovanje povpraševanja ter posebnosti povpraševanja po javnih storitvah v digitalnem gospodarstvu. 7. Oblikovanje lastne in prodajne cene proizvodov oziroma storitev, cenovna politika, trženje ter algoritemsko določanje cen. 8. Poslovne finance, teorija kapitala, trošenje, vezava sredstev ter osnove investicijske ekonomike. 9. Lastninska razmerja, korporacijsko upravljanje, poslovodenje ter upravljanje javnih in nepridobitnih organizacij. 10. Analiza tržnih struktur, konkurenčnega okolja in vpliva tehnoloških sprememb, digitalizacije in umetne inteligence na menedžersko odločanje. 11. Javno-zasebna partnerstva, koncesije ter gospodarske in negospodarske javne službe v kontekstu družbenih politik in trajnostnega razvoja. 12. Ugotavljanje tveganj, uspešnosti in smotrov delovanja organizacij, komercializacija nepridobitnih organizacij ter vpliv digitalizacije, podatkovne analitike in umetne inteligence na organizacijsko preobrazbo in inovacije. 13. Opredelitev in instrumentarij upravljavske (menedžerske) ekonomike 14. Opredelitev javnih podjetij in nepridobitnih organizacij 15. Posebnosti upravljavske in poslovne ekonomike v javnem in nepridobitnem sektorju 16. Produkcija, stroški in poslovni proces v organizacijah ter teorija fime 17. Povpraševanje in določanje lastne cene in prodajne cene proizvodov/storitev 18. Poslovne finance in trošenje ter vezava sredstev 19. Lastninska razmerja in upravljanje in poslovodenje javnih in nepridobitnih organizacij 20. Analiza tržnih struktur v praksi 21. Javno-zasebna partnerstva, koncesije in gospodarske ter negospodarske javne službe 22. Družbene politike in pomen javnih podjetij in nepridobitnih organizacij – strateški okvir delovanja 23. Ugotavljanje tveganj, uspešnosti in smotrov delovanja javnih in nepridobitnih organizacij, komercializacija nepridobitnih organizacij 24. Investicijska ekonomika	5. Production, business processes, costs, efficiency, and performance evaluation of organizations in the context of digitalization. 6. Analysis, estimation, and forecasting of demand, including the specific characteristics of demand for public services in the digital economy. 7. Determination of cost and selling prices of products and services, pricing policy, marketing, and algorithmic pricing. 8. Business finance, capital theory, expenditure management, asset allocation, and fundamentals of investment economics. 9. Ownership structures, corporate governance, management, and leadership of public and non-profit organizations. 10. Analysis of market structures, competitive environments, and the impact of technological change, digitalization, and artificial intelligence on managerial decision-making. 11. Public-private partnerships, concessions, and economic and non-economic public services in the context of public policy and sustainable development. 12. Risk assessment, organizational performance measurement, mission achievement, commercialization of non-profit organizations, and the impact of digitalization, data analytics, and artificial intelligence on organizational transformation and innovation. 13. Definition and techniques of managerial economics 14. Definition of public enterprise and non-profit organisation 15. Business and managerial economics in the public and non-profit sector 16. Production, costs and theory of the firm 17. Demand, costs and pricing policy 18. Basic issues in corporate finances 19. Ownership and corporate governance in public and non-profit organisations 20. Market structures in practice 21. Public-private partnerships and public utilities 22. Social policy related to public and non-profit organisations – strategic framework 23. Risks, performance measurement, and commercialisation of non-profit activities 24. Investments in public and non-profit organisations

Temeljna literatura in viri/Readings:

1. Pevcin, P. (2026). *Menedžerska ekonomika v javnih in nepridobitnih organizacijah*. Fakulteta za upravo.
2. Wilkinson, N. (2022). *Managerial Economics: Problem-Solving in a Digital World.* Cambridge University Press.

Cilji in kompetence:	**Objectives and competences:**
Študent:	Student:

• Prepozna razlike v delovanju zasebnih, javnih, pridobitnih in nepridobitnih organizacij, • Loči zgodovinske, zakonske, politične in družbeno-ekonomske dejavnike, ki vplivajo na delovanje javnih podjetij in nepridobitnih organizacij, • Uporabi pridobljena znanja za potrebe evalvacije uspešnosti poslovanja podjetja oziroma nepridobitne organizacije, • Reši konkreten poslovni problem v izbrani organizaciji, • Utemelji bistvo gospodarjenja in načrtovanja poslovanja v organizaciji. Kompetence: • Sposobnost prenosa znanj v prakso z razumevanjem delovanja organizacij in ostalih sistemov, • Sposobnost razumevanja teorije in prakse delovanja organizacij z vidika upravljavske ekonomike. • Sposobnost uporabe mikroekonomskih tehnik za analiziranje, podatkov o poslovanju in sposobnost odločanja na osnovi dejstev , • sposobnost razložiti in strokovno argumentirati primere in dogajanja na področju poslovnih in upravnih ved v povezavi z delovanjem javnih in nepridobitnih organizacij, • sposobnost oblikovanja predlogov za reševanje problemov v javnih podjetjih in nepridobitnih organizacijah.	• distinguishes the differences in the functioning of private, public, for-profit and not-for-profit organisations, • relates historical, legal, political, and socio-economic factors, which affect the operation of public enterprises and non-profit organisations, • uses the knowledge in order to analyse peformance of public enterprise and non-profit organisation, • solves case study on business problems associated with particular organisation, • constructs the fundamentals of business economics and planning in organisations. Competences: • Ability to transfer knowledge to practice by understanding the functioning of organisations. • Ability to understand the theory and practice of organisational functioning from the perspective of managerial economics. • Ability to utilise microeconomic methods to analyse business data and evidence-based decisison-making. • Ability to interpret contemporary issues in business and managerial economics and ability to apply microeconomic tools for corporate planning, organising and financing, • Ability to place in context advancements in business studies related to public and non-profit organisation operation and to solve problems related to functioning of public enterprises and non_profit organisations.

Predvideni študijski rezultati:	**Intended learning outcomes:**
Študent: • Razume upravljavsko ekonomiko in finance v javnih podjetjih in nepridobitnih organizacijah, • Uporabi mikroekonomska orodja za analizo problemov na področju poslovno-upravnih ved, • Evalvira sistem odločanja. • Reši strateško-poslovni oz. investicijski problem vezan na delovanje neke organizacije, • Prepozna problematiko načrtovanja poslovanja vezanega na obstoj nepopolnih in omejenih informacij v poslovnem okolju po zaključku predmeta.	Student: • Understands managerial economics and corporate finance issues particularly related to public enterprises and non-profit organisations, • Uses microeconomic tools in the context of analysis in the field of business and administration. • Evaluates decision-making system. • Solves particular strategic, tactical or investment problem in organisation, • Competently demonstrates business planning subjected to limited availability of information at the end of a period of learning.

Metode poučevanja in učenja:	**Learning and teaching methods:**
1. predavanje 2. vaje 3. študija primera 4. problemsko učenje 5. delavnice 6. e-učenje	1. lecture 2. practical work 3. case study 4. problem based learning 5. workshops 6. e-learning

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

1. Pisni ali ustni izpit	70,00 %	1. Written or oral exam
2. Aktivno sodelovanje, delo in poročilo	30,00 %	2. Active cooperation, work and reporting

Ocenjevalna lestvica:	**Grading system:**
5 - 10, pri čemer velja, da je pozitivna ocena od 6 - 10	5 - 10, a student passes the exam if he is graded from 6 to 10

Reference nosilca/Lecturer's references:

1. PEVCIN, Primož, DEBELAK, Katja, HRŽICA, Rok. Validating an AHP-based decision-support framework for AI adoption in public administration. Business, management and economics engineering. 2026, vol. 24, issue 2, str. 387–406. ISSN 2669-249X.
2. DEBELAK, Katja, PEVCIN, Primož. The role of artificial intelligence in bridging the negative effects of an aging workforce on productivity. Zagreb international review of economics & business. 2025, vol. 28, no. 2, str. 287-30 ISSN 1331-5609.
3. MILLS, David, PUDNEY, Steven, PEVCIN, Primož, DVORAK, Jaroslav. Evidence-based public policy decision-making in smart cities : does extant theory support achievement of city sustainability objectives?. Sustainability. 2022, vol. 14, issue 1, str. 1-2 ISSN 2071-1050.
4. PETKOVŠEK, Veronika, PEVCIN, Primož. Agency theory and the evidence on sustainability reporting in waste management industry. V: DUARTE MANUEL, Candida Maria (ur.), GALETIĆ, Fran (ur.), MACHRAFI, Mustapha (ur.). Building resilient society : book of proceedings : 120th esd conference, Zagreb 202 Online ed. Varazdin [etc.]: Varazdin Development and Entrepreneurship Agency [etc.], 2024. Str. 363-370. ISBN 978-953-6125-24-1.
5. RIJAVEC, Danila, ŠTAMBUK, Ana, PEVCIN, Primož. Evidence-based assessment of readiness to solve wicked problems: the case of migration crisis in Croatia and Slovenia. Social sciences. 2021, vol. 10, iss. 6, str. 1-16. ISSN 2076-0760.
6. PETKOVŠEK, Veronika, HROVATIN, Nevenka, PEVCIN, Primož. Analysis of principal-agent relationship in Slovenian water and wastewater management. Journal of infrastructure, policy and development. 2024, vol. 8, iss. 6; article no. 3801, 17 str. ISSN 2572-7923.