

	UČNI NAČRT PREDMETA/COURSE SYLLABUS
Predmet	Ravnanje z ljudmi
Course title	Human Resource Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Upravljanje in poslovanje 1 Business and Management 1	Upravljanje in poslovanje Business and Management	2. 2 nd	3. 3 rd

Vrsta predmeta/Course type obvezni/obligatory

Univerzitetna koda predmeta/University course code 1N204

Predavanja Lectures	Seminar Seminar	Sem. vaje Tutorial	Lab. vaje Laboratory work	Teren. vaje Field work	Samost. delo Individ. work	ECTS
30		45			75	6

Nosilec predmeta/Lecturer: RŠ: prof. dr. Jasmina Starc; IŠ: dr. Mojca Blažič, pred.

Jeziki/ Predavanja/Lectures: slovenski/Slovenian
Languages: Vaje/Tutorial: slovenski/Slovenian

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

<ul style="list-style-type: none"> Pogoj za vključitev v delo je vpis v 2. letnik študija. Študent mora pred izpitom pripraviti, predstaviti in uspešno zagovarjati seminarsko nalogo na temo, ki jo določi predavatelj - nastop poteka pred seminarsko skupino. 	<ul style="list-style-type: none"> The prerequisite for participation is enrolment in the second year of study. Students have to prepare and successfully present their seminar papers on the topic specified by the lecturer before the examination - presentation takes place in front of the seminar group.
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Vsebina:

Content (Syllabus outline):

<ul style="list-style-type: none"> <i>Pomen menedžmenta človeških virov.</i> Menedžment človeških virov in pridobivanje konkurenčnih prednosti. Strateški menedžment človeških virov. Strategija človeških virov. <i>Človeške zmožnosti in njihov pomen.</i> Teorije osebnosti človeka. Človeške zmožnosti. Načini ugotavljanja človeških zmožnosti. Dejavniki, ki vplivajo na ravnanje z ljudmi pri delu. <i>Človeški viri v organizaciji.</i> Načrtovanje in izbira človeških virov. Razvoj in usposabljanje zaposlenih. Vloga in pomen permanentnega izobraževanja. Organizacija prenosa znanja v delovnem 	<ul style="list-style-type: none"> <i>The importance of human resource management.</i> Management of human resources and gaining competitive advantages. Strategic management of human resources. Human resources strategy. <i>Human capabilities and their importance.</i> Theories of human personality. Human capabilities. Methods of assessment of human capabilities. Factors that influence the behaviour of human resources at work. <i>Human resources in the organisation.</i> Planning and selection of human resources. Development and training of
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<p>okolju. Motivacija v delovnem okolju. Motivacijski modeli in njihova uporaba. Vloga in pomen timskega dela. Letni delovni pogovori med vodjo in sodelavci. Odkrivanje talentov in poslovnih potencialov v organizaciji. Profesionalna orientacija. Planiranje kariere. Ugotavljanje in ocenjevanje delavčeve uspešnosti. Nagrade in ugodnosti pri delu. Učinkovitost načrta sistema nagrajevanja. Fluktuacija. Absentizem. Migracija.</p> <ul style="list-style-type: none"> • <i>Organizacijska kultura in organizacijska klima.</i> • <i>Vzdrževanje človeških zmognosti.</i> Delovni pogoji. Stres. Poklicno zdravje in varnost. Mobbing. Humanizacija dela. • <i>Reševanje problemov na delovnem mestu.</i> • <i>Ravnanje z ljudmi pri delu v Evropski skupnosti.</i> • <i>Ravnanje z ljudmi pri delu v prihodnosti.</i> Vpliv Evropske skupnosti in tržnih vplivov na posamezne segmente ravnanja z ljudmi pri delu v bodoče. 	<p>employees. The role and importance of continuing education. The organisation of knowledge transfer in the workplace. Motivation at the workplace. Motivational models and their use. The role and importance of teamwork. The annual work conversations between the leader and co-workers. Managerial talent and potential within the organisation. Professional orientation. Planning a career. Identifying and assessing a worker's performance. Rewards and benefits at work. Efficiency of the rewarding system plan. Fluctuation. Absenteeism. Migration.</p> <ul style="list-style-type: none"> • <i>Organisational culture and organisational atmosphere.</i> • <i>Maintenance of human capacity.</i> Working conditions. Stress. Occupational health and safety. Mobbing. Humanization of work. • <i>Problem solving at the workplace.</i> • <i>Management of human resources at work in the European Community.</i> • <i>Management of human resources at work in the future.</i> Impact of the European Community and market influences on the individual segments dealing with human resources in the future.
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Temeljna literatura in viri/Readings:

<p>Armstrong, M. (2000). A Handbook of Personnel Management Practise. London: Kogan Page. Blažič, A. in Starc, J. (2006). Ravnanje z ljudmi. Novo mesto: Visoka šola za upravljanje in poslovanje. Cvetko, R. (2001). Razvijanje delovne kariere. Ljubljana, Koper: Fakulteta za družbene vede Ljubljana, Znanstveno-raziskovalno središče Republike Slovenije. Lipičnik, B. (1998). Ravnanje z ljudmi pri delu. Ljubljana: Gospodarski vestnik. Majcen, M. (2001). Redni letni razgovori med vodjo in sodelavci. Ljubljana: Gospodarski vestnik. Možina, S. et al. (2002). Management kadrovskih virov. Ljubljana: Fakulteta za družbene vede, Knjižna zbirka Profesija. Torrington, D. et al. (2005). Human resource management. London: Prentice Hall. Treven, S. (1998). Management človeških virov. Ljubljana: Gospodarski vestnik, Zbirka Manager.</p>

Cilji in kompetence:

<p><i>Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:</i></p> <ul style="list-style-type: none"> • fleksibilna uporaba znanja v praksi; • avtonomnost, (samo)kritičnost, (samo)refleksivnost, samoevalviranje in prizadevanje za kakovost v medsebojnih odnosih v delovni organizaciji;

Objectives and competences:

<p><i>The learning unit mainly contributes to the development of the following general and specific competences:</i></p> <ul style="list-style-type: none"> • flexible use of knowledge in practice; • autonomy (self-) criticism, (self-) reflexivity, self-evaluation and the strive for quality in mutual relations at the

<ul style="list-style-type: none"> • občutljivost/odprtost za ljudi in socialne situacije za domače in mednarodno okolje; • etična refleksija in zavezanost profesionalni etiki v poslovnem okolju, spoštovanje nediskriminatornosti in multikulturalnosti v organizaciji in njenem (mednarodnem) okolju; • poznavanje in razumevanje razvojnih teženj, razlik in potreb posameznika; • organizacijske in vodstvene spretnosti v podjetjih in zavodih, mentorstvo študentom in pripravnikom; • organiziranje aktivnega in samostojnega dela, usposabljanje zaposlenih za samoizobraževanje; • usposobljenost za preverjanje in ocenjevanje dosežkov zaposlenih ter oblikovanje povratnih informacij; • poznavanje in razumevanje teoretičnih osnov svetovalnega dela (prenosa znanja), obvladovanje postopkov in principov svetovalnega dela ter načrtovanje in obvladovanje sprememb; • oblikovanje celovite ocene potreb posameznika oz. skupine, njihovih močnih in šibkih področij ob upoštevanju okoljskih dejavnikov (fizičnih, socialnih, kulturnih) z ustreznimi postopki in instrumenti. 	<p>working organisation;</p> <ul style="list-style-type: none"> • sensitivity/openness to people and social situations of domestic and international environment; • ethical reflection and commitment to the professional ethics in the business environment, respecting non-discrimination and multiculturalism in the organisation and its (international) environment; • knowledge and understanding of development trends, individual differences and needs; • organisational and leadership skills in enterprises and institutions, mentoring students and trainees; • organisation of active and independent work, training employees for self-education; • ability to check and evaluate employee achievements and giving feedback; • knowledge and understanding the theoretical bases of consultancy work (knowledge transfer), management practices and principles of counselling, including planning and managing changes; • developing a comprehensive assessment of the individual or group needs, their strong and weak areas, taking environmental factors (physical, social, cultural) into account with the appropriate procedures and instruments.
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Predvideni študijski rezultati:

Znanje in razumevanje:

Študent/Študentka:

- se seznanjajo s pomenom vključevanja človeških zmognosti v načrtovanje in izvajanje poslovnih odločitev;
- pozna in razume vlogo in pomen strategije ravnanja z ljudmi v organizaciji;
- spozna razsežnosti ravnanja z ljudmi v organizaciji in nekatere modele ravnanja z ljudmi;
- reflektira in kritično ovrednoti različne možnosti pravičnega ravnanja z ljudmi;
- seznanjajo se s pomenom in možnostmi načrtovanja, razvoja, usposabljanja, nagrajevanja človeških virov,

Intended learning outcomes:

Knowledge and understanding:

Students:

- are familiar with the importance of integrating human potential in the planning and implementation of business decisions;
- know and understand the role and importance of strategies of human resources management in an organisation;
- recognize dimensions of human resources management and some models of human resources management;
- reflect on and critically evaluate various options of proper human resources management;

<p>planiranjem kariere, delovnimi pogoji, vrednotenjem in nagrajevanjem delovne uspešnosti;</p> <ul style="list-style-type: none"> • reflektira in kritično ovrednoti različne (lastne in opazovane) izkušnje o razsežnostih ravnanja z ljudmi v organizaciji; • pozna in razume pomen timskega dela, organizacijske kulture in klime, uspešnega reševanja problemov za uspešno opravljanje dela in nalog zaposlenih; • oblikuje miselno shemo, s katero bo lahko uspešno prilagajal ravnanje z ljudmi pri delu vsem hitro spreminjajočim se razmeram na trgu; • pozna in razume umeščenost svojega strokovnega področja v širše družbene, kulturne in vrednostne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven in profiliran odnos do sveta. 	<ul style="list-style-type: none"> • are familiar with the importance and possibilities of planning, developing, training, rewarding human resources, career planning, working conditions, evaluating and rewarding of the job performances; • reflect on and critically evaluate different (and own) observations of the extensive experiences of human resources management in an organisation; • know and understand the importance of teamwork, organisational culture and atmosphere, successful problem solving for the effective performance of functions and duties of employees; • develop a mental schema, which can be successfully adapted to the treatment of human resources to the quickly changing market conditions; • know and understand their area of expertise fits into the broader social, cultural and value contexts and develop intellectually active and shaped relationship to the world by reflecting these contexts.
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Metode poučevanja in učenja:

<ul style="list-style-type: none"> • <i>predavanja</i> z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov); • <i>seminarske vaje</i> v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije, socialne igre); • <i>eksperimentalne vaje</i>, ki temeljijo na izkušnjskem, sodelovalnem in problemskem učenju (samostojno učenje, diskusija, razlaga, opazovanje, timsko delo, študija primera, igra vlog, sodelovalno učenje, portfolijo, evalvacija, samoocenjevanje); • <i>individualne in skupinske konzultacije</i> (diskusija, dodatna razlaga, obravnava specifičnih vprašanj). 	<h4>Learning and teaching methods:</h4> <ul style="list-style-type: none"> • <i>lectures</i> with active student participation (explanation, discussion, questions, examples, problem solving); • <i>tutorial in connection with practice</i> (reflection of experience, project work, teamwork, critical thinking methods, discussion, feedback, social games); • <i>experimental work</i> based on the empirical and collaborative problem-learning (self-study, discussion, interpretation, observation, team work, case studies, role playing, cooperative learning, portfolio, self-evaluation); • <i>individual and group consultations</i> (discussion, further explanation, addressing specific issues).
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Načini ocenjevanja:	Delež (v %) Weight (in %)	Assessment:
Način (pisni izpit, ustno spraševanje, naloge, projekt): <ul style="list-style-type: none"> • pisni (ustni) izpit • seminarska naloga s predstavitvijo in zagovorom 	80 20	Types (written examination, oral examination, coursework, project): <ul style="list-style-type: none"> • written (oral) exam • seminar paper with presentation and defence