

	UČNI NAČRT PREDMETA/COURSE SYLLABUS
Predmet	Modeli za odločanje
Course title	Decision Models

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Upravljanje in poslovanje 1	Upravljanje in poslovanje	2.	4.
Business and Management 1	Business and Management	2 nd	4 th

Vrsta predmeta/Course type obvezni/obligatory

Univerzitetna koda predmeta/University course code 1N206

Predavanja Lectures	Seminar Seminar	Sem. vaje Tutorial	Lab. vaje Laboratory work	Teren. vaje Field work	Samost. delo Individ. work	ECTS
30		30			90	6

Nosilec predmeta/Lecturer: izr. prof. dr. Laura Južnik Rotar

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. • Pred izpitom mora študent pripraviti in predstaviti seminarsko nalogo. 	<ul style="list-style-type: none"> • The prerequisite for participation is enrolment in the second year of study. • Students have to successfully prepare and present a seminar paper before the examination.
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Vsebina:

Content (Syllabus outline):

<ul style="list-style-type: none"> • <i>Modeli za odločanje v menedžmentu.</i> Proces odločanja. Interdisciplinarni okvir odločanja. Razvrščanje modelov glede na smotre in cilje. Metode večparametrskega odločanja. • <i>Teorija odločitev.</i> Poslovno odločanje v podjetju. Odločitve v pogojih negotovosti. Odločitve v pogojih tveganja. Kompleksna drevesa odločanja. Uvajanje novih informacij v proces odločanja. • <i>Modeli za odločanje.</i> Linearno programiranje. Teorija iger. Metode napovedovanja. Teorija čakalnih vrst strežbe. Poslovanje z zalogami. Računovodski izkazi in kazalniki. Metode za ocenjevanje investicij. Metodi za načrtovanje in nadziranje projektov: 	<ul style="list-style-type: none"> • <i>Decision models in management.</i> Decision process. Interdisciplinary framework of decision making. Model classification according to purpose and objectives. Multicriteria decision making methods. • <i>Decision theory.</i> Business decision making. Decisions in the conditions of uncertainty. Decisions in the conditions of risk. Complex decision trees. Introduction of new information into decision process. • <i>Decision models.</i> Linear programming. Game theory. Forecasting methods. Waiting lines theory. Inventory management. Accounting statements and performance indicators. Capital budgeting methods. Project management
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<p>CPM in PERT. Krivulja izkušenj.</p> <ul style="list-style-type: none"> • <i>Modeli za razvrščanje in ocenjevanje.</i> Simulacije. Sistemska dinamika. Portfeljska analiza. Scenariji. Veriga vrednosti. Kvantitativni trženjski modeli in poslovno odločanje. 	<p>methods: CPM and PERT. Experience curve.</p> <ul style="list-style-type: none"> • <i>Models for classification and estimation.</i> Simulation. System dynamics. Portfolio analysis. Scenarios. Chain value. Quantitative marketing models and business decision making.
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Temeljna literatura in viri/Readings:

Temeljna literatura/Basic literature

Bohanec, M. (2012). Odločanje in modeli. Ljubljana: DMFA.

Južnik Rotar, L. (2017). Modeli za odločanje. Novo mesto: Fakulteta za upravljanje, poslovanje in informatiko.

Priporočljiva literatura/Recommended literature

Prašnikar, J., Debeljak, Ž. (1998). Ekonomski modeli za poslovno odločanje. Ljubljana: Gospodarski vestnik.

Salvatore, D. (2001). Managerial Economics in a Global Economy. New York: Harcourt.

Samuelson, W. F. in Marks, S. G. (2002). Managerial Economics. New York: Wiley&Sons.

Cilji in kompetence:

Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:

- poznavanje in razumevanje procesov v poslovnem okolju organizacije in sposobnost za njihovo analizo, sintezo in predvidevanje rešitev ter njihovih posledic;
- usposobljenost za raziskovanje na področju upravljanja in poslovanja ter razvoj kritične in samokritične presoje;
- fleksibilna uporaba znanja v praksi;
- sposobnost za upravljanje s časom, za samopripravo in načrtovanje ter samokontrolo izvajanja načrtov;
- sposobnost za reševanje konkretnih delovnih problemov na področju upravljanja in poslovanja z uporabo znanstvenih metod in postopkov;
- sposobnost pridobivanja, selekcije in evalvacije novih informacij in zmožnost ustrezne interpretacije v kontekstu na področju ekonomije, podjetništva, poslovne informatike, človeških virov, kvantitativnih metod, prava in poslovođenja;
- razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba pri reševanju konkretnih delovnih problemov;

Objectives and competences:

The learning unit mainly contributes to the development of the following general and specific competences:

- knowledge and understanding of processes in organisational business environment and capability of their analysis, synthesis and forecasting solutions as well as their consequences;
- capability for research in the field of management and business and the development of critical judgement and self-assessment;
- flexible use of knowledge in practice;
- capability of time management, of self-preparation and planning as well as self-control of plan implementation;
- capability of solving concrete working problems in the area of business and management with the use of scientific methods and procedures;
- ability to access, select and evaluate new information and the ability of relevant interpretation in the context of economics, entrepreneurship, business information technology, dealing with people, quantitative methods, law and management;
- understanding and application of methods of critical analysis, theories development and their applications in

<ul style="list-style-type: none"> • sposobnost uporabe informacijsko-komunikacijske tehnologije in sistemov na področju upravljanja in poslovanja; • usposobljenost za preverjanje in ocenjevanje dosežkov zaposlenih ter oblikovanje povratnih informacij. 	<ul style="list-style-type: none"> • solving practical work-related problems; • capability of ICT use and use of systems in the area of business and management; • capability of verification and estimation of employees' achievements and suitable feedback.
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Predvideni študijski rezultati:

Znanje in razumevanje:

Student/šudentka:

- razume interdisciplinarno naravo procesa odločanja;
- pozna glavne vrste modelov za odločanje ter njihove smotre in cilje;
- zna uporabljati temeljna pravila za odločanje v pogojih negotovosti (maksimaks, maksimin, minimaks oportunitetne izgube, Bayesovo pravilo);
- za odločanje v pogojih tveganja zna uporabljati matrike posledic in odločitvena pravila;
- zna uporabljati sodobna programska orodja za podporo odločanju;
- zna samostojno obdelati konkreten problem odločanja iz poslovnega okolja.

Intended learning outcomes:

Knowledge and understanding:

Students:

- understand the interdisciplinary nature of decision process;
- know the basic types of decision models as well as their goals and objectives;
- know how to use the basic decision rules in terms of uncertainty (maximax, maximin, minmax opportunity loss, Bayes rule);
- in terms of risk know how to use the matrix of consequences and decision rules;
- know how to use contemporary computer programs as a support to decision making;
- are capable of an independent analysis of concrete decision problem from the business environment.

Metode poučevanja in učenja:

- *predavanja* z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov);
- *seminarske vaje* v vsebinski povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije);
- *individualne in skupinske konzultacije* (diskusija, dodatna razlaga, obravnava specifičnih vprašanj);
- *laboratorijske vaje* (v rač. učilnici - spoznavajo lahko programska orodja za podporo odločanju, npr. za ocenjevanje investicij, za načrtovanje in nadziranje projektov, za linearno programiranje itd.

Learning and teaching methods:

- *lectures* with active participation of students (explanation, discussion, questions, cases, problem solving);
- *tutorial in connection with practice* (reflexion of experiences, project work, team work, methods of critical thinking, distributing feedback information);
- *individual and group consultations* (discussion, further explanation, addressing specific topics);
- *lab exercises* (in the computer room – students get familiar with computer tools as a support to decision making, for example, investment estimation, project management, linear programming, etc.).

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 predstavitevijo in zagovorom 	70 30	Types (written examination, oral examination, coursework, project): <ul style="list-style-type: none"> • written (oral) exam • seminar presentation and defence