



UČNI NAČRT / COURSE SYLLABI

Študijsko leto 2016/2017

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| Predmet / Course | Razvoj kadrov in zaposlovanje / Human Resources Management |
| Šifra predmeta / Course Code | B12KADRI-RKZ-PSD |
| Nosilec predmeta / Course Coordinator | doc. dr. Mitja Gorenak |
| Vrsta predmeta / Type of the course | obvezni / compulsory |
| Jezik / Language | |
| - Vaje / Tutorials | Slovenski / Slovene, Angleški / English |
| - Predavanja / Lecture | Slovenski / Slovene, Angleški / English |
| Študijski program / Programme | Poslovanje v sodobni družbi (1. stopnja) / Business in Contemporary Society (1st cycle) |
| Letnik / Year | 2. |
| Primarno študijsko področje / Primary Study Field | Poslovne vede - Klasius 34 |
| Pogoji za vključitev / Requirements | Ni pogojev |

| Predavanja Lectures | Vaje Tutorials | Druge oblike študija Other Type of Study | Samostojno delo Individual work | Ure dela Work hours | ECTS |
|------------------------|-------------------|---------------------------------------------|------------------------------------|------------------------|------|
| 30 | 50 | 0 | 145 | 225 | 9 |

a) Vsebina / Content:

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| 1. Uvod v management človeških virov. 2. Razvoj managementa človeških virov. 3. Analiza dela in določanje potrebnih zmožnosti delavcev. 4. Načrtovanje, pridobivanje in izbiranje kadrov. 5. Učenje, izobraževanje, usposabljanje in razvoj kadrov. 6. Motivacija, plačni sistem in sistem nagrajevanja. 7. Merjenje in zagotavljanje uspešnosti kadrov. 8. Usklajevanje dela in zasebnega življenja. 9. Mednarodni management človeških virov. | 1. Introduction to the management of human resources. 2. Development of human resource management. 3. Analysis of work and determination of the required capabilities of workers. 4. The planing, design and selection of personnel. 5. Learning , Education, Training and Human Resources Development. 6. Motivation, remuneration and reward system. 7. Measurement and ensurance of the effectiveness of human resources. 8. Reconciliation of work and private life. 9. International human resource management. |
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Splošne kompetence / General Competencies:

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| <i>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</i> | <i>Student will acquire knowledge and skills in the following general areas:</i> |
| SPL3: Medosebne, socialne spretnosti; SPL5: Voditeljstvo, vodenje ljudi; SPL6: Etičnost; SPL8: Spretnosti kritičnega mišljenja; SPL11: Spretnosti organiziranja in načrtovanja (npr. lastnega dela, dela drugih); | SPL3: Interpersonal, social skills; SPL5: Leadership skills; SPL6: Ethics; SPL8: Critical thinking; SPL11: Organising and planning skills; |

Predmetno specifične kompetence / Course Specific Competencies:

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| <i>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</i> | <i>Student will acquire knowledge and skills in the following specific areas:</i> |
| PSP2: Pregled poslovanja, problemi, izzivi in njihovo reševanje, svetovalni načrt.; PSP4: Metode in orodja za analizo notranjega in zunanjega okolja in določanje razvojnih perspektiv organizacije; PSP5: Pristopi k upravljanju podjetja z | PSP2: Organisational audit, problems and challenges in business, problem solving, consultancy plans; PSP4: Methods and tools for analysis of an organisation and its environment to identify perspectives; PSP5: Managing a company by planning and controlling by |

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| načrtovanjem in kontrolo ter uporabo različnih konceptov, metod in orodij; PSP7 : Upravljanje s spremembami; PSP9 : Vidik etike na vsebinskem področju predmeta; PSP11 : Psihologija na vsebinskem področju predmeta; PSP15 : Družbena in okoljska odgovornost na vsebinskem področju predmeta PSP18 : Splošna razgledanost na vsebinskem področju predmeta. | use concepts, methods and tools; PSP7 : Change management; PSP9 : Principles of ethics; PSP11 : Psychology in the field of the course; PSP15 : Social and environmental responsibility in the fields of the course; PSP18 : General overview of the course content area. |
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Predvideni študijski izidi / Intended Learning Outcomes:

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| <p><i>Študent bo dosegel naslednje študijske izide:</i></p> <p>1. Razume poslovne izkaze podjetja in vsebino ki jo predstavljajo. 2. Razume kadrovske načrte podjetja. 3. Pozna načine načrtovanja potrebne količine zaposlenih. 4. Uporablja metode za ocenjevanje potrebe po zmanjševanju/povečanju števila zaposlenih. 5. Razume koncepte stroškovno učinkovitega kadrovanja. 6. Kritično oceni potrebe po odpuščanju/zaposlovanju. 7. Zna opredeliti vlogo, pristojnosti in odgovornost zaposlenega v oddelkih kadrovske funkcije. 8. Razume pomen nadzora nad delom zaposlenih. 9. Kritično presoja odnose do opolnomočenja zaposlenih. 10. Predstavi pomen upravljanja s spremembami zaposlenim. 11. Zna motivirati zaposlene za sprejemanje sprememb. 12. Razume koncepte etičnega upravljanja s človeškimi viri. 13. Rešuje konflikte med zaposlenimi skladno s etičnimi standardi. 14. Kritično presodi elemente kompetentnosti zaposlenih. 15. Uporablja psihološka znanja za ocenjevanje kandidatov za zaposlitev. 16. Razume pomen in zna razložiti koncepte psihološke pogodbe. 17. Pozna kompetence vezane na družbeno in okoljsko odgovornost zaposlenih. 18. Primerja standarde podjetja s splošnimi družbeno-okoljskimi standardi. 19. Kritično oceni pomen posameznega elementa družbene in okoljske odgovornosti. 20. Razume sisteme motiviranja in nagrajevanja zaposlenih. 21. Primerja različne tehnike managementa človeških virov v mednarodnem okolju.</p> | <p><i>Student will achieve the following learning outcomes:</i></p> <p>1. Understands the business accounts of companies and content they represent. 2. Understands staffing procedures of a company. 3. Knows the ways of planning the necessary quantity of employees. 4. Uses methods for assessing the need to reduce / increase the number of employees. 5. Understands the concepts of cost-effective recruitment. 6. Critically assess the need for reduction / increase in the number of employees. 7. Knows how to define the role, powers and responsibilities of employees in the departments of human resource functions. 8. Understands the importance of supervision over the work of employees. 9. Critically assess the attitude towards empowerment of employees. 10. Introduces the importance of change management employees. 11. Knows how to motivate employees to adopt the changes. 12. Understands the concepts of ethical human resource management. 13. Is able to solve conflicts between employees in accordance with ethical standards. 14. Critically assess the elements of the competency of employees. 15. Uses psychological knowledge for evaluating candidates for employment. 16. Understands the importance and can explain the concepts of psychological contract. 17. Knows competencies related to social and environmental responsibility of employees. 18. Compares the standards of the company with the general social and environmental standards. 19. Critically evaluates the importance of each element of social and environmental responsibility. 20. Understands systems to motivate and reward employees. 21. Compares various techniques of human resource management in an international environment.</p> |
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Oblike in metode poučevanja in učenja / Types and Methods of Teaching and Learning

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| Oblike dela | Frontalna oblika poučevanja; Delo v manjših skupinah; Samostojno delo študenta; |
| Types of Teaching and Learning | Frontal teaching; Work in smaller groups or pairs; Independent student work; |
| Metode dela | Razlaga; Razgovor/diskusija/debata; Proučevanje primera; Javni nastop; Reševanje nalog; Praktično delo; |

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| Teaching and Learning Methods | Explanation; Conversation/discussion/debate; Case study; Public presentation; Solving exercises; Practical work; |
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Načini ocenjevanja v % / Types of Student Assessment

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| Sprotno ustno ocenjevanje / Oral Assessment | / |
| Sprotno pisno ocenjevanje / Written Assessment / | 20 |
| Daljši pisni izdelek /Longer written casework ¹ | / |
| Javni nastop s predstavitevijo rezultatov / Presentations ² | 20 |
| Končni pisni izpit / Final written examination | 50 |
| Končni ustni izpit / Final oral examination | / |
| Udeležba in sodelovanje / Participation and cooperation | 10 |
| Lestvica ocenjevanja / Grading scale | številska/numeric |

Temeljna literatura / Literature:

1.Zupan, N., Svetlik, I., Stanojević, M., Možina, S., Kohont, A., in Kaše, R. (2009). Menedžment človeških virov. Ljubljana: Založba FDV. 2.Razne študije primerov, ki jih pripravita nosilec in asistent. / Case studies prepared by course coordinator and assistant. 3.Torrington, D., Hall, L., in Taylor, S. (2008). Human Resource Management. Harlow: Pearson Education Limited. 4.Bohlander, George in Scott Snell. (2004). Managing Human Resources. 13th edition. Manson: Thomson South-Western. 5.Gorenak, Mitja, Ferjan, Marko. (2015). The influence of organizational values on competencies of managers. E+M, vol. 18, no. 1, str. 673. 6.Dermol, Valerij, Musek Lešnik, Kristijan, Košir, Suzana, Breznik, Kristijan, Gorenak, Mitja. (2014) Sinergija vrednot, poslanstev in vizij v podjetjih, (Znanstvene monografije MFDPŠ). Celje: Mednarodna fakulteta za družbene in poslovne študije. 7.Gorenak, Mitja. (2014) Organizacijske vrednote in kompetence kot orodje za razvoj človeških virov. V: DERMOL, Valerij (ur.). Sodobni izzivi managementa človeških virov. Znanstvene monografije MFDPŠ.

Reference nosilca / Lecturer's references:

GORENAK, Mitja. Analiza zaznavanja dejavnikov zadovoljstva slovenskih turističnih vodnikov in spremljevalcev. Naše Gospodarstvo, 2011, let. 57, št. 1, str. 265. GORENAK, Mitja, GORENAK Irena. Challenges in education of tour guides and tour managers. Informatologija (Zagreb), dec. 2012, let. 45, št. 4, str. 28796. GORENAK, Mitja, FERJAN, Marko. The influence of organizational values on competencies of managers. E+M, ISSN 1212609, 2015, vol. 18, no. 1, str. 673. GORENAK, Mitja. Vpliv organizacijskih vrednot na kompetence vodij = Influence of organizational values on manager competencies. V: 31. mednarodna konferenca o razvoju organizacijskih znanosti, 21.3. 3. 2012, Portorož, Slovenija = 31st International Conference on Organizational Science Development, March 21st3rd, 2012, Portorož, Slovenia. FERJAN, Marko (ur.), et al. Kakovost, inovativnost, prihodnost : zbornik 31. mednarodne konference o razvoju organizacijskih znanosti = Quality, innovation, future : proceedings of the 31st International Conference on Organizational Science Development. Kranj: Moderna organizacija, 2012, str. 1480485.6. GORENAK, Mitja, KOŠIR, Suzana. The importance of organizational values for organization. V: DERMOL, Valerij (ur.), et al. Knowledge and learning : global empowerment : proceedings of the Management, Knowledge and Learning International Conference 2012, 202 June 2012, Celje, Slovenia, (MakeLearn, ISSN 2232309). Celje: International School for Social and Business Studies, 2012, str. 56369. DERMOL, Valerij, MUSEK LEŠNIK, Kristijan, KOŠIR, Suzana, BREZNIK, Kristijan, GORENAK, Mitja. (2014) Sinergija vrednot, poslanstev in vizij v podjetjih, (Znanstvene monografije MFDPŠ). Celje: Mednarodna fakulteta za družbene in poslovne študije. GORENAK, Mitja. (2014) Organizacijske vrednote in kompetence kot orodje za razvoj človeških virov. V: DERMOL, Valerij (ur.). Sodobni izzivi managementa človeških virov. Znanstvene monografije MFDPŠ.

¹ Seminarska ali projektna naloga, raziskovalna naloga ipd.

² Plakat, naloga, prispevek