



UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Course title:	Management medgeneracijskega učenja Management of Intergenerational Learning
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Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Vodenje in kakovost v izobraževanju, 2. stopnja	/	1. letnik	/
Management and Quality in Education, 2nd cycle	/	1 st year	/

Vrsta predmeta / Course type:	Izbirni predmet / Optional course
Koda predmeta / Course code:	MMU-VKI

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Druge oblike študija Other type of study	Samost. delo Individual work	ECTS
16	0	8	0	126	6

Nosilec predmeta / Lecturer:	Prof. dr. Jana Goriup
Jeziki/Languages: Lectures:	Predavanja / slovenski / Slovenian in/ali angleški / English
	Seminar / Seminar: slovenski / Slovenian in/ali angleški / English

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

Predhodna izobrazba s področja managementa, managementa kadrov, managementa znanja, sociologije ter/ali delovne izkušnje/reference iz omenjenih področij.

Prerequisites:

Previously acquired knowledge in the field of management, knowledge management, HR management, sociology and management and/or work experience /references in these areas.

Vsebina:

Management kadrov v vlogi management znanja in organizacijskega učenja

- kadri kot vir organizacijskega učenja in znanja, znanja in prakse ravnanja s kadri, intra in intersubjektivni dejavniki učenja v delovnem okolju.

Demografske spremembe in sodobni izzivi managementa znanja

- demografske spremembe, pomanjkanje kadrov, izgubljanje temeljnega organizacijskega znanja kot posledici demografskih sprememb,
- Eu politike in demografske spremembe

Ovire zaposlovanja, zadrževanja in vključevanja starejših delavcev

- znanje o staranju, stališča, stereotipi ageizem do starejših delavcev,
- Management staranja in starejših delavcev

Content (Syllabus outline):

Human resources management and its role in knowledge management and organizational learning:

- human resources as a source of organizational learning and knowledge, knowledge management and human resource management practices, intra and intersubjective factors of learning in workplace.

Demographic changes and challenges of the modern knowledge management

- demographic changes, lack of human resources, loss of organizational knowledge as results of demographic change,
- EU policies and aging population.

Barriers to employment, retention and integration of older workers:

- knowledge about aging, prejudices, stereotypes about aging and elderly workers, (ageism),

- sistemi in prakse managementa staranja (*age management*), primeri implementacije dobrih praks zaposlovanja in zadrževanja starejših delavcev,
- zaposlovanje, zadrževanje in vključevanje starejših delavcev kot element managementa znanja in organizacijskega učenja.

Medgeneracijsko sodelovanje v organizacijah

- neformalne in formalne prakse medgeneracijskega sodelovanja v delovnem okolju, oblike medgeneracijskega sodelovanja v organizacijah
- pomen medgeneracijskega sodelovanja v delovnem okolju za organizacijsko učenje in znanje ter za medgeneracijsko sodelovanje za ustvarjanje, prenos in zadrževanje znanja v organizacijah.

Večnivojski in večrazsežnostni modeli medgeneracijskega sodelovanja v organizacijah:

- determinante medgeneracijskega sodelovanja in učinki medgeneracijskega sodelovanja na družbeni, organizacijski in individualni ravni,

Management of aging and older workers

- Age management and good practices of recruitment and retention of older workers as :
- age management as a component of knowledge management and organizational learning.

Intergenerational cooperation in organizations

- informal and formal practices of intergenerational cooperation in the workplace, forms of intergenerational cooperation in organizations,
- the importance of intergenerational cooperation in the working environment for organizational learning and knowledge, intergenerational cooperation as a form of creation, transfer and retention of knowledge within organizations.

Multi-level and multi-dimensional models of intergenerational cooperation in organizations:

- determinants of intergenerational cooperation and positive effects of intergenerational cooperation on the societal, organizational, and individual level, on the societal, organizational, and individual level.

Temeljna literatura in viri / Readings:

Obvezna / Compulsory:

Znanstveni članki / Scientific articles:

- Allan, L.J. and Johnson, J.A. (2009) 'Undergraduate attitudes toward the elderly: the role of knowledge, contact and aging anxiety', *Educational Gerontology*, Vol. 35, No. 1, pp.1–14.
- Allen, T.D., Eby, L.T., Poteet, M.L., Lentz, E. and Lima, L. (2004) 'Career benefits associated with mentoring for protégés: a meta-analysis', *Journal of Applied Psychology*, Vol. 89, No. 1, pp.127–136.
- Bennett, T. and Gaines, J. (2010) 'Believing what you hear: the impact of aging stereotypes upon the old', *Educational Gerontology*, Vol. 36, No. 5, pp.435–445.
- Billett, S., Dymocka, D., Johnsona, G. and Martin, G. (2011) 'Overcoming the paradox of employers' views about older workers', *The International Journal of Human Resource Management*, Vol. 22 No. 6, pp.1248–1261.
- Calo, T.J. (2008) 'Talent management in the era of the aging workforce: the critical role of knowledge transfer', *Public Personnel Management*, Vol. 37, No. 4, pp.403–416.
- Chiu, W., Chan, A., Snape, E. and Redman, T (2001) 'Age stereotypes and discriminatory attitudes towards older workers: an East-West comparison', *Human Relations*, Vol. 54, No.5, pp.629–662.
- Commission of the European Communities (2000) *Memorandum on Lifelong Learning, Commission staff working paper* [online]. SEC(2000) 1832, Brussels. <http://www.bologna-berlin2003.de/pdf/MemorandumEng.pdf> (Accessed 10 February 2012).
- Commission of the European Communities (2004) *Increasing the Employment of Older Workers and delaying the Exit from the Labour Market* [online]. COM(2004) 146 final, Brussels. <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2004:0146:FIN:EN:PDF> (Accessed 10 February 2012).
- Commission of the European Communities (2005) *Green Paper "Confronting demographic change: a new solidarity between the generations"* [online]. COM(2005), 94 final, Brussels. http://europa.eu/legislation_summaries/employment_and_social_policy/situation_in_europe/c10128_en.htm (Accessed 10 February 2012).
- Costanzo P.R. and Hoy M.B. (2007) 'Intergenerational relations: themes, prospects, and possibilities', *Journal of Social Issues*, Vol. 63, No.4, pp.885–902.
- Coudin, G. and Alexopoulos, T. (2010) "“Help me! I’m old!” How negative aging stereotypes create dependency among older adults", *Aging & Mental Health*, Vol. 14, No. 5, pp.516–523.
- Dalen, H.P. van, Henkens, K. and Schippers, J. (2009) 'Dealing with older workers in Europe: a comparative survey of employers' attitudes and actions', *Journal of European Social Policy*, Vol. 19, No. 1,

pp.47–60.

- Furunes, T, Mykletun, R.J. and Solem, P.E. (2011) 'Age management in the public sector in Norway: exploring managers' decision latitude', *The International Journal of Human Resource Management*, Vol. 22, No. 6, pp. 1232–1247.
- Gaillard, M. and Desmette, D. (2010) '(In)validating stereotypes about older workers influences their intention to retire early and to learn and develop', *Basic and Applied Social Psychology*, Vol. 32, No. 1, pp.86–98.
- Gray, L. and McGregor, J. (2003) 'Human resource development and older workers: stereotypes in New Zealand', *Asia Pacific Journal of Human Resources*, Vol. 41, No. 3, pp.338–353.
- Guest, R. and Shacklock, K. (2008) 'The impending shift to an older mix of workers: perspectives from the management and economics literature', *International Journal of Organisational Behaviour*, Vol. 10, No. 3, pp.713–728.
- Kram, K.E. and Isabella, L.A. (1985) 'Mentoring alternatives: the role of peer relationships in career development', *The Academy of Management Journal*, Vol. 28, No. 1, pp.110–132.
- Lankau, M.J. and Scandura, T.A. (2002) 'Mentoring and personal learning: content, antecedents and outcomes', *Academy of Management Journal*, Vol. 45, No. 4, pp.779–790.
- Lupou, R., Dorobanțu, A. and Fiore, F. (2010) 'A new lifelong learning model based on intergenerational exchange: premises and foreseen benefits', *Procedia Social and Behavioral Sciences*, Vol. 2, No. 2, pp.2761–2765.
- Lyon, P. and Glover, I. (1998) 'Divestment of investment? The contradictions of HRM in relation to older employees', *Human Resource Management Journal*, Vol. 8, No. 1, pp.56–66.
- Miclea, M. (2004) "'Learning to do" as a pillar of education and its links to entrepreneurial studies in higher education: European contexts and approaches', *Higher Education in Europe*, Vol. 29, No. 2, pp. 221–231.
- Morrison, E.W. (1993) 'Newcomer information seeking: exploring types, modes, resources, and outcomes', *Academy of Management Journal*, Vol. 36, No. 3, pp.557–589.
- Naegele, G. and Walker, A. (2006) A guide to good practice in age management [online]. European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland. <http://www.eurofound.europa.eu/pubdocs/2005/137/en/1/ef05137en.pdf>.
- Pušnik, K., Bradač, B., Šlebinger, M. and Rebernik, M (2007) Employment and labour market policies for an ageing workforce and initiatives at the workplace - National overview report: Slovenia. [online] European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland. <http://www.eurofound.europa.eu/pubdocs/2007/0514/en/1/ef070514en.pdf>.
- Walker, A. (2006) 'The emergence of age-management in Europe', *International Journal of Organisational Behaviour*, Vol. 10, No. 1, pp.685–697.

Knjige in učbeniki / Books and textbooks:

- Hofäcker, D. (2010). *Older Workers in a Globalizing World: An International Comparison of Retirement and Late-Career Patterns in Western Industrialized Countries*. Glos, Uk: Edward Elgar Pub.
- Winkelmann-Gleed, A. (2011) 'Demographic change and implications for workforce ageing in Europe', in Wright, T. and Conley, H. (Eds.), *Discrimination at Work Handbook*, Gower Publishing Ltd, Surrey, UK, pp.203–218.

Elektronski viri / e-sources:

- Študijska gradiva na Novisu

Priporočena / Recommended:

Knjige in učbeniki / Books and textbooks:

- Palmore E. (1999) *Ageism: Negative and Positive*, 2nd ed., Springer Publishing Co, New York.
- Širok, K. (2011). *Dejavniki in poti upokojevanja v Sloveniji : možnosti podaljševanja delovne aktivnosti*, (Znanstvene monografije Fakultete za management Koper). Koper: Fakulteta za management, 2011. 180 str., ilustr. ISBN 978-961-266-108-3. ISBN 978-961-266-109-0. <http://www.fm-kp.si/zalozba/ISBN/978-961-266-109-0.pdf>.

Elektronski viri / e-sources:

- Članki na NOVISU

Cilji in kompetence:

Objectives and competences:

Študentje bodo razvili naslednje **splošne kompetence**:

- usposobljenost za samostojno interpretiranje ter iskanje odgovorov na abstraktna in kompleksna vprašanja v stroki in znanosti,
- zmožnosti prenašanja znanja med stroko in znanostjo,
- zmožnosti kritičnega dialoga v znanosti in stroki,
- zmožnost odgovornega presojanja posledic uporabe novega znanja v različnih kontekstih,
- zmožnost prepoznavanja, razumevanja, spoštovanja in upoštevanja raznolikosti delovne sile.

Študentje bodo razvili naslednje **predmetno-specifične kompetence**:

- poznavanje in razumevanje povezanosti managementa kadrov, managementa znanja in organizacijskega učenja, skozi perspektivo ljudi kot virov znanja ter interakcije kot mehanizma učenja,
- razumevanje večnivojskih in večrazsežnostnih učinkov demografskih sprememb na organizacije,
- poznavanje in razumevanje ter kritična ocena teoretično opredeljenih in uveljavljenih praks managementa staranja,
- sposobnost prepoznavanja možnih ovir zaposlovanju, zadrževanju in vključevanju starejših delavcev,
- poznavanje in razumevanje koncepta medgeneracijskega sodelovanja ter vloge takih oblik sodelovanja in dela v zagotavljanju strpnosti ter na znanju temelječe organizacije,
- poznavanje in razumevanje modelov implementacije praks in oblik medgeneracijskega sodelovanja v organizacijah,
- poznavanje dosedanjih raziskav na področju zaposlovanja, zadrževanja in vključevanja starejših delavcev v povezavi z managementom znanja in organizacijskim učenjem.

Students will develop the following **general competences**:

- the ability to independently interpret and search for answers to abstract and complex issues in the profession and science,
- the ability to transfer knowledge between the profession and science,
- the ability of critical dialogue in science and the profession,
- the ability to assess the impacts of using new knowledge in different contexts,
- the ability to recognize, understand, respect and implement diversity in the workplace.

Students will develop the following **course-specific competences**:

- knowledge and understanding of the interrelatedness of human resources management, knowledge management and organizational learning: the perspective of people as sources of knowledge and interaction as a mechanism of learning,
- understanding of multi-level and multi-dimensional effects of demographic changes on organizations,
- knowledge, understanding, and critical evaluation of the theoretically defined and implemented age management practices,
- ability to identify potential barriers to employment, retention and inclusion of older workers,
- knowledge and understanding of the concept of intergenerational cooperation and the role of such forms of cooperation and work in providing a more tolerant and knowledge-based organizations,
- knowledge and understanding of the design and implementation of practices and forms of intergenerational cooperation in organizations,
- knowledge of current research in the field of employment, retention and integration of older workers in relation to knowledge management and organizational learning.

**Predvideni študijski rezultati:
Znanje in razumevanje:**

Študenti bodo:

- poznali ključne nevarnosti in izzive managementa kadrov in managementa znanja, ki jih narekujejo demografske spremembe v družbi,
- poznali ključna področja managementa starejših delavcev ter primer uspešnih oblik zaposlovanja, zadrževanja in vključevanja starejših delavcev,
- poznali in razumeli pomen uvajanja oblik in praks medgeneracijskega sodelovanja za uspešen management znanja v organizacijah,
- zmožni kritične refleksije, poglobljenega abstraktnega razmišljanja in sinteze novih in kompleksnih idej na vsebinskih področjih predmeta,
- zmožni odločanja glede uporabe različnih možnih rešitev managementa staranja in medgeneracijskega sodelovanja,
- zmožni samostojnega raziskovalnega in strokovnega dela na področju managementa staranja in medgeneracijskega sodelovanja.

**Intended learning outcomes:
Knowledge and understanding:**

Students will:

- be familiar with the key threats and challenges of human resource management and knowledge management driven by demographic changes in the society,
- be aware of the key age management areas and examples of successful recruitment, retention and integration of older workers,
- know and understand of the importance of implementing forms and practices of intergenerational cooperation for the successful management of knowledge in organizations,
- be capable of critical reflection, in-depth abstract thinking and synthesis of new and complex ideas in the areas covered by the course,
- be able to take decisions about the utilisation of different solutions of age management and intergenerational cooperation,
- be able to perform independent research and professional work in the field of age management and intergenerational cooperation.

Metode poučevanja in učenja:

Oblike dela:

- Frontalna oblika poučevanja
- Delo v manjših skupinah oz. v dvojicah
- Samostojno delo študentov
- e-učenje
- drugo (vpišite) _____

Metode (načini) dela:

- Razlaga
- Razgovor/ diskusija/debata
- Delo z besedilom
- Proučevanje primera
- Igra vlog
- Druge vrste nastopov študentov
- Reševanje nalog
- Študijski obiski podjetij ipd.)
- Vključevanje gostov iz prakse
- Udeležba na okrogli mizi, na konferenci

Learning and teaching methods:

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups or pair work
- Independent students work
- e-learning
- other _____

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Work with texts
- Case studies
- Role-play
- Different presentation
- Solving exercises
- Field work (e.g. company visits)
- Inviting guests from companies
- Attending round table and conference

Ocenjevanje:

Način (pisni izpit, ustno izpraševanje, naloge, projekt)

**Teža
Weight (%)**

Assessment:

Type (written exam, oral exam, coursework, project)

Sprotno ustno (aktivno sodelovanje pri kontaktnih urah)	20	Oral verification and assessment of knowledge (active participation during contact hours)
Sprotno pisno preverjanje znanja (krajši pisni izdelki)	-	Written verification and assessment of knowledge (short assignments)
Daljši pisni izdelki (seminarska naloga, projektna naloga)	50	Written verification and assessment of knowledge (longer written casework, projects)
Javni nastop ali predstavitev	-	Presentations
Končni ustni izpit	30	Final examination (oral)

Končni pisni izpit	-	Final examination (written)
Drugo (vpišite)	-	Other

Reference nosilca učne enote / Lecture's references:

1. Goriup, Jana. Vpliv globalizacije na družbo znanja in medgeneracijsko učenje = The impact of globalisation on knowledge-based society and intergenerational learning. Revija za ekonomske in poslovne vede, ISSN 2350-384X, 2014, vol. 1, no. 1, str. 83-101. [COBISS.SI-ID 1995172] 1.02 Pregledni znanstveni članek

2. Košir, Suzana, Goriup, Jana. Nekateri vidiki učinkovitega vključevanja v študij študentov na prehodu. Pedagoška obzorja, ISSN 0353-1392, 2011, letn. 26, [št.] 4, str. 109-128, tabele. [COBISS.SI-ID 15662133] 1.08 Objavljeni znanstveni prispevek na konferenci

3. Bezenšek, Vilma Alina, Goriup, Jana. Some legislative and social obstacles in career of Slovene women in science. V: Dermol, Valerij (ur.), et al. Knowledge and learning : global empowerment : proceedings of the Management, Knowledge and Learning International Conference 2012, 20-22 June 2012, Celje, Slovenia, (MakeLearn, ISSN 2232-3309). Celje: International School for Social and Business Studies, 2012, str. 775-785. [COBISS.SI-ID 15968309]

4. Goriup, Jana, Kolnik, Karmen. Citizenship and educational policies in defeating social inequalities. V: The thirteenth Conference of the Children's Identity and Citizenship in Europe Erasmus Academic Network. Cunningham, Peter (ur.), Fretwell, Nathan (ur.). Europe's future : citizenship in a changing world : proceedings of the thirteenth Conference of the Children's Identity and Citizenship in Europe Erasmus Academic Network, Dublin 2011, (Proceedings of the thirteenth CiCe Conference, ISSN 1470-6695). London: Children's Identity and Citizenship in Europe, CiCe: Institute for Policy Studies in Education, cop. 2011, str. 367-377. [COBISS.SI-ID 18948616]

5. Goriup, Jana, Bezenšek, Vilma Alina. Some aspects of the role of education in rebuilding society, family life and living conditions in contemporary Slovene society. V: DERMOL, Valerij (ur.), et al. Knowledge as business opportunity : proceedings of the Management, Knowledge and Learning International Conference 2011, 22-24 June 2011, Celje, Slovenia, (MakeLearn, ISSN 2232-3309). Celje: International School for Social and Business Studies, 2011, str. 549-557. [COBISS.SI-ID 15519029]

6. Goriup, Jana. Some sociological aspects of gender inequality [!] in sharing housework in Slovene families and household [!]. V: Koutselini, Mary (ur.), Agathangelou, Sofia (ur.). Mapping the gender equality: research and practices - the national and international perspective : International Conference, University of Cyprus, Nicosia, 22-23 October 2010 : proceedings. Nicosia: University of Cyprus, 2011, str. 173-193, graf. prikazi. [COBISS.SI-ID 18824200]

7. Goriup, Jana. Some sociological aspects of the role of education in rebuilding Slovene society, family life and living conditions - two decades after. V: International conference on new trends in education and their implications, 11-13 November, 2010 Antalya - Turkey. Ankara: Pegem Akademi, 2010, str. 1129-1139. [COBISS.SI-ID 18017288] 1.10 Objavljeni povzetek znanstvenega prispevka na konferenci (vabljen predavanje)

8. Goriup, Jana. Vpliv globalizacije na družbo znanja in medgeneracijsko učenje = The impact of globalisation on knowledge-based society and intergenerational learning. V: STARC, Jasmina (ur.). Izzivi globalizacije in družbeno-ekonomsko okolje EU : zbornik povzetcov : mednarodna znanstvena konferenca, Novo mesto, 4. in 5. april 2013 = Globalisation challenges and the social-economic environment of the EU : book of abstracts : international scientific conference, [Novo mesto, 4. in 5. april 2013]. Novo mesto: Fakulteta za poslovne in upravne vede: = Faculty of Business and Management Sciences: Visoka šola za upravljanje in poslovanje: = School of Business and Management, 2013, str. 31. [COBISS.SI-ID 19854600] 1.12 Objavljeni povzetek znanstvenega prispevka na konferenci

9. Goriup, Jana, Kolnik, Karmen. Slovene citizenship in educational policies in defeating the social inequalities. V: Europe's future: citizenship in a changing world : programme and abstract book. Dublin: City University, 2011, str. 26. [COBISS.SI-ID 18489608] 2.01 Znanstvena monografija

10. Barle Lakota, Andreja, Goriup, Jana. Poglavlja iz sociologije vzgoje in izobraževanja : pregled sodobnih socioloških študij, perspektiv in konceptov, (Znanstvene monografije Fakultete za management Koper). Koper: UP Fakulteta za management, 2006. 335 str. ISBN 961-6573-32-2. [COBISS.SI-ID 228353792]

