



## UČNI NAČRT / COURSE SYLLABI

Študijsko leto 2020/2021

<b>Predmet / Course</b>	Management visokega šolstva / Management of Higher Education
<b>Šifra predmeta / Course Code</b>	B22MVŠ6-VKI
<b>Nosilec predmeta / Course Coordinator</b>	prof. dr. Dušan Lesjak
<b>Vrsta predmeta / Type of the course</b>	Izbirni / elective
<b>Jezik / Language</b> - Vaje / Tutorials - Predavanja / Lecture	Slovenski / Slovene, Angleški / English Slovenski / Slovene, Angleški / English
<b>Študijski program / Programme</b>	Vodenje in kakovost v izobraževanju (2. stopnje) / Management and Quality in Education (2nd cycle)
<b>Letnik / Year</b>	1.
<b>Pogoji za vključitev / Requirements</b>	/

<b>Predavanja Lectures</b>	<b>Vaje Tutorials</b>	<b>Druge oblike študija Other Type of Study</b>	<b>Samostojno delo Individual work</b>	<b>Ure dela Work hours</b>	<b>ECTS</b>
16	8	0	126	150	6

### Vsebina / Content:

<ol style="list-style-type: none"><li>1. Slovenski visokošolski prostor in sistem,</li><li>2. Evropski in svetovni visokošolski prostor in sistem.</li><li>3. Financiranje visokega šolstva in visokošolskih zavodov.</li><li>4. Uvajanje in zagotavljanje kakovosti visokega šolstva.</li><li>5. Upravljanje in vodenje visokošolskih zavodov.</li><li>6. Izzivi in trendi visokega šolstva.</li><li>7. Vidiki, ideje in predlogi izboljševanja visokošolskega sistema.</li></ol>	<ol style="list-style-type: none"><li>1. Higher education area and system.</li><li>2. Higher education politics and strategies.</li><li>3. Activities and characteristics of higher education institutions.</li><li>4. Management and governance of higher education institutions.</li><li>5. Financing of higher education and higher education institutions.</li><li>6. Quality assurance in higher education.</li><li>7. Challenges and trends in higher education.</li><li>8. Views, ideas and proposals for improvement of higher education systems.</li></ol>
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### Splošne kompetence / General Competencies:

Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:  SPL1: Delo s podatki in informacijami; SPL4: Sodelovalno, timsko delo, delo v skupini SPL8: Spretnosti kritičnega mišljenja SPL9: Ustvarjanje novih zamisli (ustvarjalnost) SPL11: Spretnosti organiziranja in načrtovanja (npr. lastnega dela, dela drugih);	Student will acquire knowledge and skills in the following general areas:  SPL1: Work with data and information; SPL4: Cooperation, team work, group work SPL8: Critical thinking SPL9: Creativity SPL11: Organising and planning skills;
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### Predmetno specifične kompetence / Course Specific Competencies:

Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:  PSP 1: Značilnosti organizacije, funkcijska področja in razmerja med njimi; PSP 16: Raziskovalna metodologija na vsebinskem področju predmeta; PSP18: Splošna razgledanost na vsebinskem področju predmeta.	Student will acquire knowledge and skills in the following specific areas:  PSP1: Organizations' characteristics, functional areas and the relationships between them; PSP16: Research methodology in the fields of the course; PSP18: General overview of the course content area.
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**Predvideni študijski rezultati / Intended Learning Outcomes:**

<p>Študent doseže naslednje študijske rezultate:</p> <ol style="list-style-type: none"> <li>1. Razume delovanje visokošolskega sistema v Sloveniji in tujini z vidika deležnikov in dejavnosti v visokem šolstvu.</li> <li>2. Pozna vlogo, pristojnosti in odgovornosti visokošolskih zavodov z vidika kakovosti, upravljanja in financiranja</li> <li>3. Kritično interpretira podatke o študentih, diplomantih in zaposlenih v visokem šolstvu.</li> <li>4. Razume pomen podatkov za učinkovito zagotavljanje kakovosti.</li> <li>5. Kooperativno sodeluje s člani v skupini.</li> <li>6. Kritično ovrednoti odnose deležnikov visokega šolstva in medsebojne povezave.</li> <li>7. Uporablja metode raziskovanja pri daljšem pisnem izdelku.</li> <li>8. Povezuje lastnosti visokega šolstva z lastno študijsko izkušnjo.</li> <li>9. Argumentira lastna stališča in polemizira o izzivih v visokem šolstvu.</li> <li>10. Prepozna probleme in izzive v visokem šolstvu ter kritično razmisli o primernih rešitvah.</li> </ol>	<p>Student achieves the following learning outcomes:</p> <ol style="list-style-type: none"> <li>1. Understands the functioning of the higher education system in Slovenia and abroad in terms of stakeholders and activities in higher education</li> <li>2. Knows the role, jurisdictions and responsibilities of higher education institutions in terms of quality, governance and funding.</li> <li>3. Critically interprets data on students, graduates and employees in higher education.</li> <li>4. Understands the importance of data for effective quality assurance.</li> <li>5. Is cooperative with members of the group.</li> <li>6. Critically evaluates the relationships of stakeholders in higher education and their interconnections.</li> <li>7. Uses research methods in their final written assignment.</li> <li>8. It connects the properties of higher education with its own academic experience.</li> <li>9. It argues its own views and polemizes on challenges in higher education.</li> <li>10. Recognizes problems and challenges in higher education and provides appropriate solutions using critical consideration</li> </ol>
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**Oblike in metode poučevanja in učenja / Types and Methods of Teaching and Learning**

<i>Oblike dela</i>	Frontalna oblika poučevanja; Delo v manjših skupinah; E-učenje, Samostojno delo študentov
<i>Types of Teaching and Learning</i>	Frontal teaching; Work in smaller groups or pairs; E-learning, Independent student work
<i>Metode dela</i>	Razlaga; Razgovor/diskusija/debata; Delo z besedilom; Javni nastop; Gost iz prakse
<i>Teaching and Learning Methods</i>	Explanation; Conversation/discussion/debate; Work with text; Public presentation; Guest from practice

**Načini ocenjevanja v % / Types of Student Assessment**

Sprotno ustno ocenjevanje / Oral Assessment	/
Sprotno pisno ocenjevanje / Written Assessment	50 %
Daljši pisni izdelek /Longer written casework <sup>1</sup>	30 %
Javni nastop s predstavitvijo rezultatov / Presentations <sup>2</sup> /	20 %
Končni pisni izpit / Final oral examination	/
Končni ustni izpit / Final oral examination	/
Udeležba in sodelovanje / Participation and cooperation	/
<b>Lestvica ocenjevanja / Grading scale</b>	številiska / numeric

**Obveznosti študenta/ Student obligations:**

Obveznosti je možno opraviti le med izvedbo predmeta, saj delo poteka tudi v skupini, ocenjuje pa se delo posameznika ter prispevek posameznika k skupini in delo skupine kot celote.	Obligations can only be performed during the course, as the work also takes place in a group, and the work of the individual and the individual's
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<sup>1</sup> Seminarska ali projektna naloga, raziskovalna naloga ipd.

<sup>2</sup> Plakat, naloga, prispevek

	contribution to the group and the work of the group as a whole are assessed.
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**Temeljna literatura / Literature:**

1. Trunk Širca, Nada (ur.) (2010). Model učinkovitega managementa visokošolskega zavoda, (Znanstvene monografije Fakultete za management). Koper: Fakulteta za management.  
<http://www.fm-kp.si/zalozba/ISBN/978-961-266-080-2.pdf>
2. Lesjak, Dušan (ur.) (2016) *Učinki gospodarske krize na financiranje visokega šolstva*, (Znanstvene monografije MFDPS). Celje: Mednarodna fakulteta za družbene in poslovne študije.
3. Lesjak, Dušan (ur.) (2018) *Povpraševanje po visokošolskem izobraževanju in diplomantih v razmerah gospodarske krize*, (Znanstvene monografije MFDPS). Celje: Mednarodna fakulteta za družbene in poslovne študije, 2018. 118 str., tabele, graf. prikazi. ISBN 978-961-6813-46-4. [COBISS.SI-ID [298155776](#)]
4. OECD (2019). Education at a Glance. Indicators 2019. Pridobljeno s  
<http://www.oecd.org/education/education-at-a-glance-19991487.htm/?refcode=20190209ig>
5. Gradiva nosilca v e-učilnici.

**Reference nosilca / Lecturer's references: D. Lesjak (od 2010)****1.01 Izvirni znanstveni članek**

1. SKRBINJEK, Vesna, LESJAK, Dušan. Tertiary education and labour market in Slovenia : a case of ISSBS master students' study and employment satisfaction. *International journal of innovating and learning*, ISSN 1471-8197, 2020, vol. 27, no. 1, str. 79-92, ilustr. <https://www.inderscience.com/info/inarticle.php?artid=103891>. [COBISS.SI-ID [40321285](#)],
2. SKRBINJEK, Vesna, LESJAK, Dušan, ŠUŠTERŠIČ, Janez. Impact of the recent economic crisis on tertiary education funding : a comparative study. *International journal of innovating and learning*, ISSN 1471-8197, 2018, vol. 23, no. 2, str. 123-144, ilustr. [COBISS.SI-ID [39346693](#)], [SNIP]
3. MARJETIČ, Duša, LESJAK, Dušan. Potential usage of artificial intelligence and big data analytics in higher education enrollment in Slovenia. *Issues in information systems*, ISSN 1529-7314, 2018, vol. 19, iss. 4, str. 96-105, ilustr. [http://www.iacis.org/iis/2018/4\\_iis\\_2018\\_96-105.pdf](http://www.iacis.org/iis/2018/4_iis_2018_96-105.pdf). [COBISS.SI-ID [39762693](#)]
4. SKRBINJEK, Vesna, ŠUŠTERŠIČ, Janez, LESJAK, Dušan. Political preferences and public funding of tertiary education during the economic crisis. *Tertiary education and management : the journal of EAIR, a European Higher Education Society*, ISSN 1358-3883, 2018, vol. 24, iss. 2, str. 168-186, preglednice. <http://www.tandfonline.com/doi/pdf/10.1080/13583883.2017.1407958?needAccess=true>, doi: [10.1080/13583883.2017.1407958](https://doi.org/10.1080/13583883.2017.1407958). [COBISS.SI-ID [39320069](#)]
5. LESJAK, Dušan. National information system as a tool for internationalisation of higher education in Slovenia. *Issues in information systems*, ISSN 1529-7314, 2017, vol. 18, iss. 2, str. 9-19, ilustr. [http://www.iacis.org/iis/2017/2\\_iis\\_2017\\_9-19.pdf](http://www.iacis.org/iis/2017/2_iis_2017_9-19.pdf). [COBISS.SI-ID [39271429](#)]
6. MARJETIČ, Duša, LESJAK, Dušan. Information system for higher education in Slovenia. *Issues in information systems*, ISSN 1529-7314, 2016, vol. 17, iss. 2, str. 201-207, ilustr. [http://www.iacis.org/iis/2016/2\\_iis\\_2016\\_201-207.pdf](http://www.iacis.org/iis/2016/2_iis_2016_201-207.pdf). [COBISS.SI-ID [38717189](#)]
7. NATEK, Srečko, LESJAK, Dušan. Improving knowledge management by integrating HEI process and data models. *Journal of computer information systems*, ISSN 0887-4417, summer 2013, vol. 53, no. 4, str. 81-86, ilustr. [COBISS.SI-ID [12043681](#)],
8. MARJETIČ, Duša, LESJAK, Dušan. Financing of higher education and the role and dilemmas of tariff groups. *International journal of management in education*, ISSN 1750-385X, 2012, vol. 6, no. 1/2, str. 56-72, tabele. [COBISS.SI-ID [15658549](#)],
9. NATEK, Srečko, LESJAK, Dušan. Integrated higher education information systems - professors' knowledge management tool. *Issues in information systems*, ISSN 1529-7314, 2011, no. 2, vol. 12, str. 80-86, ilustr. [COBISS.SI-ID [15579957](#)]
10. NATEK, Srečko, LESJAK, Dušan. The process architecture of information systems - higher education institution's managerial tool. *Issues in information systems*, ISSN 1529-7314, 2010, no. 1, vol. 11, str. 29-34. [COBISS.SI-ID [15193397](#)]

## 1.08 Objavljeni znanstveni prispevek na konferenci

1. ZWILLING, Moti, LESJAK, Dušan, NATEK, Srečko, PHUSAVAT, Kongkiti, ANUSSORNNITISARN, Pornthep. How to deal with the awareness of cyber hazards and security in (higher) education?. V: DERMOL, Valerij (ur.). *Thriving on future education, industry, business and society : proceedings of the MakeLearn and TIIM International Conference, 15-17 May 2019, Piran, Slovenia*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2019, str. 433-439. <http://www.toknowpress.net/ISBN/978-961-6914-25-3/papers/ML19-130.pdf>. [COBISS.SI-ID [40072197](#)]
2. LESJAK, Dušan, SKRBINJEK, Vesna. Study and labour market. V: DERMOL, Valerij (ur.). *Integrated economy and society: diversity, creativity and technology : proceedings of the MakeLearn and TIIM International Conference, 16-18 May 2018, Naples, Italy*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2018, str. 809-813, ilustr. <http://www.toknowpress.net/ISBN/978-961-6914-23-9/papers/ML2018-213.pdf>. [COBISS.SI-ID [39522565](#)]
3. LESJAK, Dušan, MARJETIČ, Duša. Higher education mismanagement. V: SEDMAK, Suzana (ur.), LAPORŠEK, Suzana (ur.), NAHTIGAL, Matjaž (ur.). *Managing global diversities : proceedings of the joint international conference organised by University of Primorska, Faculty of Management, Slovenia [and] Lomonosov Moscow State University, Moscow School of Economics, Russian Federation [and] Juraj Dobrila University of Pula, Faculty of Economics and Tourism Dr. Mijo Mirković, Croatia [and] Association for the Study of East European Economies and Cultures, USA [and] Society for the Study of Emerging Markets, USA*, (Management International Conference, ISSN 1854-4312). Koper: University of Primorska Press. 2019, str. 121-134. <http://www.hippocampus.si/ISBN/978-961-7023-92-3.pdf>. [COBISS.SI-ID [1541203652](#)]
4. LESJAK, Dušan, SKRBINJEK, Vesna. Tertiary education and labour market. V: LAPORŠEK, Suzana (ur.), SEDMAK, Suzana (ur.), GOMEZELJ OMERZEL, Doris (ur.). *Managing the global economy : proceedings of the joint international conference organized by University of Primorska, Faculty of Management, Slovenia [and] Lomonosov Moscow State University, Moscow School of Economics, Russian Federation [and] Juraj Dobrila University of Pula, Faculty of Economics and Tourism Dr. Mijo Mirkovic, Croatia [and] Association for the Study of East European Economies and Cultures, USA [and] Society for the Study of Emerging Markets, USA*, (Management international conference, ISSN 1854-4312). Koper: University of Primorska Press. 2017, str. 75-84. <http://www.hippocampus.si/ISBN/978-961-7023-71-8/7.pdf>. [COBISS.SI-ID [1540092100](#)]
5. LESJAK, Dušan. International research activities / projects of Slovenian public universities. V: DERMOL, Valerij (ur.), TRUNK, Aleš (ur.), SMRKOLJ, Marko (ur.). *Managing innovation and diversity in knowledge society through turbulent time : proceedings of the MakeLearn and TIIM Joint International Conference, 25-27 May 2016, Timisoara, Romania*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2016, str. 793-800, tabele. <http://www.toknowpress.net/ISBN/978-961-6914-16-1/papers/ML16-150.pdf>. [COBISS.SI-ID [14519457](#)]
6. SKRBINJEK, Vesna, LESJAK, Dušan, ŠUŠTERŠIČ, Janez. Public funds for student support during economic crisis. V: DERMOL, Valerij (ur.), et al. *Managing intellectual capital and innovation for sustainable and inclusive society : proceedings of the MakeLearn and TIIM Joint International Conference, 27-29 May 2015, Bari, Italy*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2015, str. 1865-1872, grafi, tabela. <http://www.toknowpress.net/ISBN/978-961-6914-13-0/papers/ML15-380.pdf>. [COBISS.SI-ID [13702561](#)]
7. SKRBINJEK, Vesna, LESJAK, Dušan, ŠUŠTERŠIČ, Janez. Impact of economic crisis on student demand for tertiary education. V: DERMOL, Valerij (ur.), et al. *Managing intellectual capital and innovation for sustainable and inclusive society : proceedings of the MakeLearn and TIIM Joint International Conference, 27-29 May 2015, Bari, Italy*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2015, str. 2267-2274, grafi, tabela. <http://www.toknowpress.net/ISBN/978-961-6914-13-0/papers/ML15-541.pdf>. [COBISS.SI-ID [13703073](#)]
8. SKRBINJEK, Vesna, LESJAK, Dušan. Changes in higher education public funding during economic and financial crisis. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.), ĐAKOVIČ, Goran (ur.). *Human capital without borders : knowledge and learning for quality of life : proceedings of the Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia*, (Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Sloveni, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2014, str. 1377-1386, graf. prikazi. <http://www.toknowpress.net/ISBN/978-961-6914-09-3/papers/ML14-764.pdf>. [COBISS.SI-ID [12938401](#)]
9. SKRBINJEK, Vesna, LESJAK, Dušan. Impact of the financial and economic crisis on public expenditure on higher/tertiary education in Europe and Slovenia. V: DERMOL, Valerij (ur.), TRUNK ŠIRCA, Nada (ur.),

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11. LESJAK, Dušan, MARJETIČ, Duša. Social dimension of higher education in Slovenia. V: PASTUSZAK, Zbigniew (ur.). *Competences, synergy and international competitiveness influence on the technology innovation and industrial management*. Lublin: Maria Skłodowska-Curie University. 2012, str. 504-514.
12. SKRBINJEK, Vesna, LESJAK, Dušan. Enrolment trends in full-time undergraduate tertiary education studies in Slovenia. 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. 1007-1020, graf. prikazi. [COBISS.SI-ID [15968053](#)]
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#### **1.16 Samostojni znanstveni sestavek ali poglavje v monografski publikaciji**

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8. SKRBINJEK, Vesna, LESJAK, Dušan. Odzivi visokošolskih zavodov na gospodarsko krizo. V: LESJAK, Dušan (ur.). *Povpraševanje po visokošolskem izobraževanju in diplomantih v razmerah gospodarske krize*, (Znanstvene monografije MFDPŠ, ISSN 2232-2116). Celje: Mednarodna fakulteta za družbene in poslovne študije. 2018, str. 69-75, ilustr. [COBISS.SI-ID [39973381](#)]
9. LESJAK, Dušan. Visoko šolstvo in gospodarska kriza v Sloveniji. V: LESJAK, Dušan (ur.). *Povpraševanje po visokošolskem izobraževanju in diplomantih v razmerah gospodarske krize*, (Znanstvene monografije MFDPŠ, ISSN 2232-2116). Celje: Mednarodna fakulteta za družbene in poslovne študije. 2018, str. 77-92, ilustr. [COBISS.SI-ID [39973637](#)]
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11. ŠUŠTERŠIČ, Janez, SKRBINJEK, Vesna, LESJAK, Dušan. Value and benefits of higher education. V: LESJAK, Dušan (ur.). *Effects of economic crisis on higher education funding*. Bangkok; Celje; Lublin: ToKnowPress. cop. 2017, str. 19-61, ilustr. [COBISS.SI-ID [38976005](#)]
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