



UČNI NAČRT / COURSE SYLLABUS

Predmet / Course	Management visokega šolstva / Management of Higher Education
Šifra predmeta / Course Code	B22MVŠ6-MZ
Nosilec predmeta / Course Coordinator	prof. dr. Dušan Lesjak
Vrsta predmeta / Type of the course	izbirni / elective
Jezik / Language - Vaje / Tutorials - Predavanja / Lecture	Slovenski / Slovene, Slovenski / Slovene,
Študijski program / Programme	Management znanja (2. stopnja) / Knowledge management (2nd cycle)
Letnik / Year	2.
Pogoji za vključitev / Requirements	/

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

Vsebina / Content:

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

<p><i>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</i></p> <p>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);</p>	<p><i>Student will acquire knowledge and skills in the following general areas:</i></p> <p>SPL1: Work with data and information; SPL4: Cooperation, team work, group work; SPL8: Critical thinking; SPL9: Creativity; SPL11: Organising and planning skills;</p>
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Predmetno specifične kompetence / Course Specific Competencies:

<p><i>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</i></p> <p>PSP1: Značilnosti organizacije, funkcijska področja in razmerja med njimi.; PSP16: Raziskovalna metodologija na vsebinskem področju predmeta; PSP18: Splošna razgledanost na vsebinskem področju predmeta.</p>	<p><i>Student will acquire knowledge and skills in the following specific areas:</i></p> <p>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.</p>
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Predvideni študijski izidi / Intended Learning Outcomes:

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

Oblike dela	Frontalna oblika poučevanja; Delo v manjših skupinah; Samostojno delo študenta; E-učenje
Types of Teaching and Learning	Frontal teaching; Work in smaller groups or pairs; Independent student work; E-learning
Metode dela	Razlaga; Razgovor/diskusija/debata; Delo z besedilom; Javni nastop; Gost iz prakse;
Teaching and Learning Methods	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 ¹	30
Javni nastop s predstavitvijo rezultatov / Presentations ²	20
Končni pisni izpit / Final written examination/	/
Končni ustni izpit / Final oral examination	/
Udeležba in sodelovanje / Participation and cooperation	/
Lestvica ocenjevanja / Grading scale	številska/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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¹ Seminarska ali projektna naloga, raziskovalna naloga ipd.

² 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. [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. [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. [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, tabela. <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]
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10. LESJAK, Dušan, SKRBINJEK, Vesna. Private higher education in Slovenia. V: *Proceedings of 2013 International Conference on Technology Innovation and Industrial Management : 29-31 May 2013, Phuket, Thailand*. Phuket (Thailand): TIIM. 2013, str. S4-153-160, tabele, graf. prikazi. [COBISS.SI-ID [11910817](#)]
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

1. LESJAK, Dušan, SKRBINJEK, Vesna, ŠUŠTERŠIČ, Janez. Higher education in times of economic crisis. V: LESJAK, Dušan (ur.). *Demand for higher education and graduates in times of economic crisis*. Bangkok; Celje; Lublin: ToKnowPress. cop. 2019, str. 7-29, ilustr. [COBISS.SI-ID [14645507](#)]
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3. SKRBINJEK, Vesna, LESJAK, Dušan. Responses of higher education institutions to economic crisis. V: LESJAK, Dušan (ur.). *Demand for higher education and graduates in times of economic crisis*. Bangkok; Celje; Lublin: ToKnowPress. cop. 2019, str. 79-86, ilustr. [COBISS.SI-ID [14650883](#)]
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7. SKRBINJEK, Vesna, LESJAK, Dušan. Diplomanti in njihova brezposelnost. V: LESJAK, Dušan (ur.). *Povpraševanje po visokošolskem izobraževanju in diplomantih v razmerah gospodarske krize*, (Znanstvene monografije MFDPS, ISSN 2232-2116). Celje: Mednarodna fakulteta za družbene in poslovne študije. 2018, str. 57-67, ilustr. [COBISS.SI-ID [39973125](#)]
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10. LESJAK, Dušan, SKRBINJEK, Vesna, ŠUŠTERŠIČ, Janez. Higher education in the grip of economic crisis. V: LESJAK, Dušan (ur.). *Effects of economic crisis on higher education funding*. Bangkok; Celje; Lublin: ToKnowPress. cop. 2017, str. 7-17. [COBISS.SI-ID [38975749](#)]
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](#)]

12. SKRBINJEK, Vesna, LESJAK, Dušan. Higher education funding and economic crisis in Slovenia. V: LESJAK, Dušan (ur.). *Effects of economic crisis on higher education funding*. Bangkok; Celje; Lublin: ToKnowPress. cop. 2017, str. 135-153, ilustr. [COBISS.SI-ID [38976773](#)]
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