



UČNI NAČRT / COURSE SYLLABUS

Predmet / Course	Vodenje za učenje
Šifra predmeta / Course Code	B22VOU6-VKI
Nosilec predmeta / Course Coordinator	prof. dr. Andrej Koren
Vrsta predmeta / Type of the course	Izbirni/elective
Jezik / Language - Vaje / Tutorials - Predavanja / Lecture	Slovenski / Slovene, Angleški / English Slovenski / Slovene, Angleški / English
Študijski program / Programme	Vodenje in kakovost v izobraževanju (2. stopnje) / Management and Quality in Education (2nd cycle)
Letnik / Year	1.
Pogoji za vključitev / Requirements	/

Predavanja Lectures	Vaje Tutorials	Druge oblike študija Other Type of Study	Samostojno delo Individual work	Ure dela Work hours	ECTS
24	0	0	126	150	6

Vsebina / Content:

<ol style="list-style-type: none"> Posebnosti vodenja v izobraževanju Zunanja in notranja odgovornost v profesionalnih poklicih Vpliv vodenja na dosežke učencev, študentov in njegove omejitve Vodenje za učenje kot dejavnik kakovosti Vodenje šole kot organizacije, vodenje zaposlenih in vodenje učenja. Razumevnje učenja Spodbujanje učenja zaposlenih Dobre prakse vodenja učenja Opazovanje pouka, predavanj Profesionalni razvoj vodij in zaposlenih 	<ol style="list-style-type: none"> Specifics of management in education External and internal responsibility in professions Impact of school leadership on pupils and students outcomes and its limitations Leadership for learning as factor of quality Leading school as an organization, of employees and leadership of learning About learning Cooperation and teachers leadership (Key) characteristics of leaders of learning Classroom observation Professional development of employees
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Splošne kompetence / General Competencies:

<p>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</p> <p>SPL1: Delo s podatki in informacijami; SPL4: Sodelovalno, timsko delo, delo v skupini; SPL5: Voditeljstvo, vodenje ljudi; SPL11: Spretnosti organiziranja in načrtovanja (npr. lastnega dela, dela drugih); SPL12: Spretnosti verbalne komunikacije (npr. retorika, predstavitvene veščine); SPL13: Spretnosti pisne komunikacije;</p>	<p>Student will acquire knowledge and skills in the following general areas:</p> <p>SPL1: Work with data and information; SPL4: Cooperation, team work, group work; SPL5: Leadership skills; SPL11: Organising and planning skills; SPL12: Verbal communication skills (e.g. rhetorics, presentation skills); SPL13: Written communication skills;</p>
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Predmetno specifične kompetence / Course Specific Competencies:

<p>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</p> <p>PSP1: Značilnosti organizacije, funkcijska področja in razmerja med njimi.;</p>	<p>Student will acquire knowledge and skills in the following specific areas:</p> <p>PSP1: Organizations' characteristics, functional areas and the relationships between them;</p>
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<p>PSP5: Pristopi k upravljanju podjetja z načrtovanjem in kontrolo ter uporabo različnih konceptov, metod in orodij;</p> <p>PSP7: Upravljanje s spremembami;</p> <p>PSP8: Kultura in njeni vplivi na vsebinskem področju predmeta;</p> <p>PSP9: Vidik etike na vsebinskem področju predmeta;</p> <p>PSP11: Psihologija na vsebinskem področju predmeta;</p> <p>PSP16: Raziskovalna metodologija na vsebinskem področju predmeta;</p>	<p>PSP5: Managing a company by planning and controlling by use concepts, methods and tools;</p> <p>PSP7: Change management;</p> <p>PSP8: Culture and its influence in the field of the course;</p> <p>PSP9: Principles of ethics;</p> <p>PSP11: Psychology in the field of the course; PSP16: Research methodology in the fields of the course;</p>
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Predvideni študijski rezultati / Intended Learning Outcomes:

<p>Študenti bodo dosegli naslednje učne rezultate:</p> <ol style="list-style-type: none"> 1. Razume posebnosti vodenja v izobraževanju (v zavodih, izobraževalnih organizacija, ...) 2. Analizira notranjo in zunanjo odgovornost zaposlenih v profesionalnih poklicih 3. Opredeli elemente vpliva vodenja na dosežke učencev in študentov 4. Analizira in ovrednoti omejitve vodenja na dosežke študentov 5. Pojasni dejavnike kakovosti izobraževalne organizacije 6. Razume večšine vodenja šole kot organizacije, vodenja zaposlenih in vodenja učenja v izobraževalni organizaciji 7. Pojasni pomen razumevanja procesov učenja za uspešno vodenje izobraževalne organizacije 8. Razloži pomen sodelovanja pri vodenju izobraževalnih organizacij 9. Pojasni pomen zaposlenih kot vodij 10. Pozna (ključne) značilnosti in naloge vodij za učenje 11. Pridobi sposobnosti za opazovanje pouka in predavanj 12. Zna uporabiti metodo opazovanja v raziskovanju 13. Razume pomen profesionalnega razvoja zaposlenih za kakovost organizacije 14. Razloži pojem raziskovanja in metod raziskovanja. 15. Uporabi metode raziskovanja v lastni raziskavi oz. seminarski nalogi. 16. Odloči se o izboru metod za konkretne raziskave. 	<p>Student achieves the following learning outcomes:</p> <ol style="list-style-type: none"> 1. Understands the specifics of management in education (institutions, educational organizations, ...) 2. Analyzes the internal and external accountability of employees in the professional occupations 3. Defines impact of leadership on student achievement 4. Analyzes and evaluates management limitations on student achievement 5. Explains the factors of quality in educational organisation 6. Knows how to use the skills of school management and organization, staff management and leadership learning in an educational organization 7. Explains the importance of understanding the processes of learning for successful leadership of educational organizations 8. Explains the importance of cooperation in management of educational institutions 9. Explains the importance of teachers as leaders 10. Knows (key) characteristics of leaders for learning 11. Knows how to observe classroom 12. Knows how to use the method ‘observation’ as a research method 13. Understands the importance of professional development of employees for the quality of the organization 14. Describes research and research methodology. 15. Uses research methods. 16. Chooses correct research methods.
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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; Samostojno delo študenta; E-učenje
<i>Types of Teaching and Learning</i>	Frontal teaching; Work in smaller groups or pairs; Independent student work; E-learning
<i>Metode dela</i>	Razlaga; Razgovor/diskusija/debata; Delo z besedilom; Proučevanje primera; Reševanje nalog; Gost iz prakse;

Teaching and Learning Methods	Explanation; Conversation/discussion/debate; Work with text; Case study; Solving exercises; Guest from practice;
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Načini ocenjevanja v % / Types of Student Assessment

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

Temeljna literatura / Literature

1. Davies, B. (ur). (2015). The essentials of school leadership. London: SAGE
2. Koren, A. (2007). Ravnateljstvo. Koper: Fakulteta za management Koper in Šola za ravnatelje.
3. Rožman, L., A. Koren, M. Ivanuš-Grmek, B., Čagran. (2020). Leadership for learning and the characteristics of instructional practice in primary school in Slovenia. *International journal of management in education*, vol. 14, no. 2, str. 212-227.
4. Townsend, T. (2012): Vodenje za učenje: pristop k izboljšanju učenja učencev in učiteljev. *Vodenje v vzgoji in izobraževanju*, 10 (3), 3–16.
5. Gradiva v e-učilnici

Reference nosilca / Lecturer's references:

1.01 Izvirni znanstveni članek

1. ROŽMAN, Laura, KOREN, Andrej, IVANUŠ-GRMEK, Milena, ČAGRAN, Branka. Leadership for learning and the characteristics of instructional practice in primary school in Slovenia. *International journal of management in education*, ISSN 1750-385X, 2020, vol. 14, no. 2, str. 212-227. <http://www.inderscience.com/offer.php?id=105410>, doi: [10.1504/IJMIE.2020.105410](https://doi.org/10.1504/IJMIE.2020.105410). [COBISS.SI-ID [40643845](#)]
2. SHAPIRO, Arthur S., SHAPIRO, Marc D., KOREN, Andrej. Možni smeri izobraževanja v mednarodnem prostoru : "vodenje za učenje" in "vodenje za rezultate". *Vodenje v vzgoji in izobraževanju*, ISSN 1581-8225. [Tiskana izd.], 2011, letn. 9, [št.] 1, str. 3-16, 113. [COBISS.SI-ID [1024028030](#)]
3. KOREN, Andrej, LOGAJ, Vinko. Ko učitelj postane ravnatelj : raziskava o novoimenovanih ravnateljih. *Šolsko polje : revija za teorijo in raziskave vzgoje in izobraževanja*, ISSN 1581-6036. [Tiskana izd.], zima 2007, letn. 18, št. 5/6, str. 17-36, ilustr. [COBISS.SI-ID [2124247](#)]
4. KOREN, Andrej, SHAPIRO, Arthur S. A national educational cultural reform model : professionalizing the principalship to reform a nation's educational system. *International journal of educational reform*, ISSN 1056-7879, summer 2006, no. 3, vol. 15, str. 302-308. [COBISS.SI-ID [1929175](#)]
5. KOREN, Andrej. K tradiciji slovenskega ravnateljstva. *Šolska kronika : zbornik za zgodovino šolstva in vzgoje*, ISSN 1318-6728, 2005, letn. 14, št. 1, str. 87-102. [COBISS.SI-ID [1108183](#)]

1.02 Pregledni znanstveni članek

1. WEST-BURNHAM, John, KOREN, Andrej. From theory to practice : understanding leadership development as an iterative process. *Vodenje v vzgoji in izobraževanju*, ISSN 1581-8225. [Tiskana izd.], 2014, vol. 12, special iss., str. 19-35, 203, ilustr. http://www.solazaravnatelj.si/ISSN/1581-8225/2014_s.pdf. [COBISS.SI-ID [520272153](#)]

¹ Seminarska ali projektna naloga, raziskovalna naloga ipd.

² Plakat, naloga, prispevek

1.08 Objavljeni znanstveni prispevek na konferenci

1. JURIČ, Alenka, KOREN, Andrej, BREJC, Mateja. Networking as a strategy for capacity building. V: DERMOL, Valerij (ur.). *Integrated economy and society: diversity, creativity and technology : proceedings of the MakeLearn and THIM International Conference, 16-18 May 2018, Naples, Italy*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2018, str. 815-822. <http://www.toknowpress.net/ISBN/978-961-6914-23-9/papers/ML2018-214.pdf>. [COBISS.SI-ID [39523333](#)]

2. ROŽMAN, Laura, KOREN, Andrej. Learning to learn as a key competence and setting learning goals. V: DERMOL, Valerij (ur.), TRUNK ŠIRCA, Nada (ur.), ĐAKOVIĆ, Goran (ur.). *Active citizenship by knowledge management & innovation : proceedings of the Management, Knowledge and Learning International Conference 2013, 19-21 June 2013, Zadar, Croatia*, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress. 2013, str. 1211-1218. <http://www.toknowpress.net/ISBN/978-961-6914-02-4/papers/ML13-388.pdf>. [COBISS.SI-ID [11911585](#)]

1.16 Samostojni znanstveni sestavek ali poglavje v monografski publikaciji

1. KOREN, Andrej, BREJC, Mateja. Educational leadership : a small country's response to globalisation - the Slovenian case. V: *Educational leadership in policy : challenges and implementation within Europe*. Cham: Palgarve Macmillan. cop. 2019, str. 205-219, ilustr. [COBISS.SI-ID [39870213](#)]

1.17 Samostojni strokovni sestavek ali poglavje v monografski publikaciji

1. EARLEY, Peter, JOHANSSON, Olof, KOREN, Andrej. What the sages say : EPNoSL's expert position on school leadership. V: *EPNoSL's reflections on the current academic practice and policy orientation on school leadership : structuring and culturing schools for comprehensive learning : peer learning event, June 27th - 29th, 2012, Berlin, Germany*. [S. l.]: European Policy Network on School Leadership. 2012, 30 str. [COBISS.SI-ID [1024389758](#)]

2. KOREN, Andrej, MOOS, Lejf. Translation of external expectations into internal meaning and direction. V: *EPNoSL's reflections on the current academic practice and policy orientation on school leadership : structuring and culturing schools for comprehensive learning : peer learning event, June 27th - 29th, 2012, Berlin, Germany*. [S. l.]: European Policy Network on School Leadership. 2012, str. 15-28. [COBISS.SI-ID [1024390014](#)]

2.01 Znanstvena monografija

1. KOREN, Andrej. *Ravnateljstvo : vprašanja o vodenju šol brez enostavnih odgovorov*, (Znanstvene monografije Fakultete za management Koper). Koper: UP Fakulteta za management; Ljubljana: Šola za ravnatelje, 2007. 173 str. ISBN 978-961

2. KOREN, Andrej, BREJC, Mateja, ŠIROK, Klemen, SAVARIN, Andrej, FRANCETIČ, Mirjam. *Učenje učenja, Opredelitev pojma in evalvacija učinkovitosti usposabljanja vrtcev in šol*. Maribor: Filozofska fakulteta; Kranj: Šola za ravnatelje, 2014. 77 str., graf. prikazi, tabele. ISBN 978-961-6637-68-8. <http://www.solazaravnatelj.si/ISBN/978-961-6637-66-4.pdf>, <http://www.solazaravnatelj.si/ISBN/978-961-6637-67-1/flipbook.html>. [COBISS.SI-ID [275703296](#)]