UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	**Osnove managementa**
Course title:	**Basics of Management**

Študijski program in stopnja **Study programme and level**	**Študijska smer** **Study field**	**Letnik** **Academic year**	**Semester** **Semester**
Pravo in management infrastrukture in nepremičnin – 1. stopnja		1	1
Law and Management of Infrastructure and Real Estate – 1st cycle		1	1

Vrsta predmeta / Course type:	Obvezni / Mandatory
Koda predmeta /Course code:	

Predavanja **Lectures**	**Seminar** **Seminar**	**Vaje** **Tutorial**	**Druge oblike študija** **Other type study**	**Samost. delo** **Individual work**	**ECTS**
20	**0**	**10**	**0**	**150**	**6**

Nosilec predmeta / Lecturer:		**Prof. dr. Vito Bobek / Prof. Vito Bobek, PhD**
Jeziki/Languages:	Predavanja / Lectures:	slovenski / Slovenian
	Seminar / Seminar:	slovenski / Slovenian

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

- Vpis v 1. letnik študijskega programa.
- Najmanj 80-odstotna prisotnost na predavanjih v živo.
- Obvezna priprava seminarske (raziskovalne) naloge in njena osebna predstavitev oziroma javni zagovor pred skupino pri kontaktnih urah. Udeležba na terminu lastne predstavitve je obvezna in je pogoj za pristop h končnemu ustnemu izpitu. O morebitnih upravičenih izjemah odloči nosilec predmeta na podlagi ustreznih dokazil in določi enakovredno nadomestno obveznost.

Prerequisites:

- Enrolment in the first year of the study programme.
- At least 80% attendance at in-person lectures.
- Mandatory preparation of a seminar (research) paper and its in-person presentation or public defence before the group during contact hours. Attendance at the student's own presentation session is compulsory and is a prerequisite for taking the final oral examination. Any justified exception is decided by the lecturer on the basis of appropriate evidence, with an equivalent substitute obligation assigned.

Vsebina:

1. Management in organizacija: temeljni pojmi, ravni in vloge managerjev.
2. Razvoj managerske misli: klasični, vedenjski, sistemski, situacijski in sodobni pristopi.
3. Temeljne funkcije managementa: načrtovanje, organiziranje, vodenje in nadziranje.
4. Odločanje, postavljanje ciljev, določanje prioritet in obvladovanje sestankov.
5. Organizacijske strukture, procesi, timsko delo in koordinacija.
6. Notranje in zunanje okolje organizacije; deležniki ter orodja PESTEL in SWOT.
7. Strategija: poslanstvo, vizija, cilji, oblikovanje in uresničevanje strategij.

Content (Syllabus outline):

1. Management and organisation: basic concepts, managerial levels and roles.
2. Evolution of management thought: classical, behavioural, systems, contingency and contemporary approaches.
3. Core management functions: planning, organising, leading and controlling.
4. Decision-making, goal setting, prioritisation and meeting management.
5. Organisational structures, processes, teamwork and coordination.
6. Internal and external organisational environment; stakeholders and PESTEL and SWOT tools.

8. Vodenje, motiviranje, komuniciranje, reševanje konfliktov in medkulturni vidiki. 9. Management človeških virov: pridobivanje, razvoj in ocenjevanje sodelavcev. 10. Organizacijska kultura, poslovna etika, družbena odgovornost in trajnostno upravljanje. 11. Management sprememb, inovacij, projektov, kakovosti in uspešnosti. 12. Posebnosti managementa organizacij na področju infrastrukture in nepremičnin ter pravno-regulativni okvir odločanja. 13. Osnove raziskovalnega pristopa, informacijske pismenosti in strokovnega pisanja; priprava in predstavitev seminarske naloge. 14. Aktualni trendi in primeri iz prakse: digitalna preobrazba, umetna inteligenca, hibridno delo, odpornost organizacij in trajnostni poslovni modeli.	7. Strategy: mission, vision, objectives, strategy formulation and implementation. 8. Leadership, motivation, communication, conflict resolution and intercultural aspects. 9. Human resource management: recruitment, development and performance appraisal. 10. Organisational culture, business ethics, social responsibility and sustainable management. 11. Management of change, innovation, projects, quality and performance. 12. Management specifics of infrastructure and real-estate organisations and the legal-regulatory framework of decision-making. 13. Basics of research, information literacy and professional writing; preparation and presentation of a seminar paper. 14. Current trends and practice cases: digital transformation, artificial intelligence, hybrid work, organisational resilience and sustainable business models.

Temeljna literatura in viri / Readings:

Obvezna / Compulsory:

1. Potočan, V., in Nedelko, Z. (2022). Management organizacij. Univerza v Mariboru, Univerzitetna založba. https://press.um.si/index.php/ump/catalog/book/683
2. Gošnik, D. (2019). Management temeljnih procesov. Založba Univerze na Primorskem. https://zalozba.upr.si/index.php/zalozba/catalog/book/243

Priporočena / Recommended:

1. Bright, D. S., in Cortes, A. H. (2019). Principles of Management. OpenStax, Rice University. https://openstax.org/details/books/principles-management
2. Robbins, S. P., in Coulter, M. (2021). Management (15th ed.). Pearson.
3. Daft, R. L. (2022). Management (14th ed.). Cengage.

Cilji in kompetence:	**Objectives and competences:**
• analitično, sistemsko in kritično presojanje managerskih problemov; • ustvarjalno oblikovanje in argumentiranje izvedljivih rešitev; • samostojno in odgovorno delo ter učinkovito sodelovanje v skupini; • jasno pisno in ustno strokovno komuniciranje ter javno nastopanje; • etično refleksijo, informacijsko pismenost in uporabo znanja v praksi. • razlikovanje temeljnih teorij, funkcij, ravni in vlog managementa; • analizo organizacije, deležnikov ter notranjega in zunanjega okolja; • uporabo osnovnih orodij strateškega, projektnega in spremembnega managementa; • izbiro primernih načinov vodenja, motiviranja, komuniciranja in organiziranja dela; • presojo managerskih odločitev v pravnem, etičnem, trajnostnem in medkulturnem kontekstu, zlasti na področju infrastrukture in nepremičnin;	• analytical, systems-based and critical assessment of management problems; • creative development and reasoned defence of feasible solutions; • independent, responsible work and effective teamwork; • clear written and oral professional communication and public presentation; • ethical reflection, information literacy and application of knowledge in practice. • distinguishing core management theories, functions, levels and roles; • analysing an organisation, its stakeholders and its internal and external environment; • applying basic tools of strategic, project and change management; • selecting suitable approaches to leadership, motivation, communication and work organisation; • assessing managerial decisions in legal, ethical, sustainability and intercultural contexts, particularly in infrastructure and real estate;

• pripravo, predstavitev in zagovor strokovno utemeljene seminarske naloge.	• preparing, presenting and defending a professionally grounded seminar paper.

Predvideni študijski rezultati: **Znanje in razumevanje:**	**Intended learning outcomes:** **Knowledge and understanding:**
• opredeliti in pojasniti temeljne pojme, teorije, funkcije in vloge managementa; • primerjati organizacijske strukture in stile vodenja ter utemeljiti njihovo primernost; • analizirati konkretno organizacijo z vidika okolja, deležnikov, kulture, procesov in uspešnosti; • uporabiti izbrana osnovna managerska orodja (npr. PESTEL, SWOT, cilji SMART in projektno načrtovanje); • oblikovati in argumentirano predstaviti rešitev konkretnega managerskega problema; • kritično presoditi pravne, etične, trajnostne in digitalne vidike managerskih odločitev; • samostojno pripraviti, javno predstaviti in zagovarjati seminarsko (raziskovalno) nalogo ob ustrezni uporabi virov.	• define and explain basic management concepts, theories, functions and roles; • compare organisational structures and leadership styles and justify their suitability; • analyse a specific organisation in terms of its environment, stakeholders, culture, processes and performance; • apply selected basic management tools (e.g. PESTEL, SWOT, SMART objectives and project planning); • develop and persuasively present a solution to a specific management problem; • critically assess legal, ethical, sustainability and digital aspects of managerial decisions; • independently prepare, publicly present and defend a seminar (research) paper with appropriate use of sources.

Metode poučevanja in učenja:	**Learning and teaching methods:**
Oblike dela: • frontalno delo; • delo v manjših skupinah in individualno delo; • samostojno delo študentov; • študij s pomočjo IKT in kombiniran način študija. **Metode (načini) dela:** • razlaga ter vodena razprava/debata; • delo z besedili, znanstvenimi članki in drugimi viri; • analiza primerov iz prakse in reševanje problemskih nalog; • projektno oziroma raziskovalno delo pri pripravi seminarske naloge; • obvezni javni nastop: osebna predstavitev in zagovor seminarske naloge pri kontaktnih urah; • po možnosti vključevanje gostov iz prakse.	**Types of learning/teaching:** • frontal teaching; • small-group and individual work; • independent student work; • ICT-supported learning and blended study. **Teaching methods:** • explanation and guided discussion/debate; • work with texts, scholarly articles and other sources; • case analysis and problem-solving exercises; • project or research work in preparing a seminar paper; • mandatory public presentation: in-person presentation and defence of the seminar paper during contact hours; • where possible, participation of guest practitioners.

Načini ocenjevanja: **Način (pisni izpit, ustno izpraševanje, naloge, projekt)**	**Teža (v %) / Weight (in %)**	**Assessment:** **Type (examination, oral, coursework, project)**
• Sprotno ustno: aktivno sodelovanje pri kontaktnih urah, razpravah in analizi primerov	**10**	• Continuous oral assessment: active participation in contact hours, discussions and case analysis
• Seminarska (raziskovalna) naloga	**25**	• Seminar (research) paper
• Obvezna osebna predstavitev in javni zagovor seminarske naloge pred skupino	**15**	• Mandatory in-person presentation and public defence of the seminar paper before the group
• Končni ustni izpit	**50**	• Final oral examination

Reference nosilca / Lecture's references:

BOBEK, Vito, CIENCIALA, Julian, HORVAT, Tatjana. Critical business performance factors in the internationalisation of middle-sized automotive suppliers: insights from German and Austrian firms in the Mexican market. International Journal of Trade and Global Markets. 2025, 21(2), 163–187. DOI: 10.1504/IJTGM.2025.146647. [COBISS.SI-ID 241582851]

BOBEK, Vito, HARRER, Jennifer, HORVAT, Tatjana. The correlation between different leadership styles and satisfaction among members of the Styrian Volunteer Fire Department. International Journal of Innovation and Learning. 2024, 36(4), 425–466. [COBISS.SI-ID 206595075]

BOBEK, Vito, NAMBASA, Hellen, HORVAT, Tatjana, COLARIČ-JAKŠE, Lea-Marija. Digital transformation and workforce dynamics: an empirical analysis of blue-collar and white-collar workers in Austria. Journal of Landscape Governance. 2024, 9(1), 83–94. [COBISS.SI-ID 223153667]

BOBEK, Vito, ŠTUHEC, Boštjan, COLARIČ-JAKŠE, Lea-Marija, HORVAT, Tatjana. Strategic planning for smart cities: a case study of Maribor's transformation based on existing strategies. Mednarodno inovativno poslovanje. 2024, 16(2), 1–12. DOI: 10.32015/JIBM.2024.16.2.8. [COBISS.SI-ID 218989315]

BOBEK, Vito, TERNULLO, Gabriele, HORVAT, Tatjana. Exploring the role of cultural intelligence in mitigating expatriate stress: strategies for enhancing wellbeing in cross-cultural contexts. Organizacija. 2024, 57(3), 218–237. DOI: 10.2478/orga-2024-0016. [COBISS.SI-ID 206659075]

SICRIS – bibliografija raziskovalca (šifra 07115): https://cris.cobiss.net/ecris/si/sl/researcher/code/07115