UČNI NAČRT PREDMETA / COURSE SYLLABUS	
Predmet:	**Vodenje infrastrukturnih projektov**
Course title:	**Infrastructure Projects 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		2	1
Law and Management of Infrastructure and Real Estate – 1st degree		2	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
35	0	30	0	85	6

Nosilec predmeta / Lecturer:		pred. Tomaž Košič / Tomaž Košič, Lect.
Jeziki/Languages:	Predavanja / Lectures:	slovenski jezik / Slovenian
Seminar / Seminar:		slovenski jezik / Slovenian

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

Vpis v 2. letnik študija.
Obvezna je izdelava individualne seminarske naloge. K izpitu lahko pristopijo študenti, ki imajo izkazano vsaj 80 % prisotnost na predavanjih in vajah ter je njegova seminarska naloga ocenjena pozitivno.

Prerequisites:

Enrolment in the 2nd year of study. Completion of an individual seminar paper is mandatory.
Students who have demonstrated at least 80% attendance at lectures and tutorials and whose seminar paper has been positively assessed are eligible to sit the examination.

Vsebina:

Predmet na dodiplomski ravni študija obravnava tri osnova področja, ki jih združuje v celovito področje vodenja infrastrukturnih projektov, in sicer področja investicijskih procesov, projektnega menedžmenta ter zakonodaje s področja urejanja prostora in graditve objektov.

V okviru predmeta se študenti seznanijo s celovitostjo in kompleksnostjo vodenja infrastrukturnih projektov ter njegovimi značilnostmi.

V okviru investicijskih procesov so obravnavani osnovni pojmi in prvine investicijskega procesa (stroški, koristi, analiza stroškov in koristi, tveganja) ter namen in cilj priprave investicijske dokumentacije. Predavanja vključujejo osnovno razlago investicijskega procesa in investicijskega vrednotenja (neto sedanja vrednost, interna stopnja donosnosti), kot podlage za odločanje in

Content (Syllabus outline):

The undergraduate course addresses three fundamental areas, which together form the integrated field of infrastructure projects management: investment processes, project management, and legislation relating to spatial planning and construction.

Within the course, students become acquainted with the comprehensive and complex nature of infrastructure projects management and its key characteristics.

In the field of investment processes, the course covers the basic concepts and elements of the investment process (costs, benefits, cost-benefit analysis, risks), as well as the purpose and objectives of preparing investment documentation. Lectures include a basic explanation of the investment process and investment appraisal methods (net present value, internal rate of return)

razumevanje infrastrukturnih projektov v kontekstu investicijskih naložb.

Drugo področje predavanj vključuje osnove projektnega menedžmenta kot organizacijske oblike dela, primerne za vodenje infrastrukturnih projektov. Projektni način dela in projektni management postajata stalnica in nepogrešljivo orodje v procesih vodenja projektov, doseganja strateških ciljev in dvigovanja konkurenčnosti organizacij. Skozi predavanja so predstavljene osnove in značilnosti projekta, organizacijska struktura projekta (projektna skupina, vodja projekta, deležniki), osnovne zakonitosti projektnega menedžmenta (faze projektnega menedžmenta, merilo uspešnosti projekta, planiranje, nadzor in kontrola ter obvladovanje tveganj), značilnosti vodenja projektnih timov in vloge deležnikov.

Tretje področje predavanj je povezano z razumevanjem prostorskih načrtov, prostorskimi akti in graditvijo infrastrukturnih objektov. Študenti se seznanijo z osnovnimi pojmi prostorskega načrtovanja in graditve objektov, prostorsko in projektno dokumentacijo, postopki umeščanja infrastrukturnih objektov v prostor ter upravnimi postopki, povezanimi z graditvijo objektov.

Na podlagi splošnih znanj s področja vodenja infrastrukturnih projektov se celotno področje osvetli še z obravnavanjem konkretnih primerov in problemskih situacij. Vsebinsko se obravnavajo vprašanja, ki so vezana na vodenje projektov, investicijsko odločanje in graditev objektov.

Na vajah se študentje srečajo s konkretnimi primeri vodenja infrastrukturnih projektov. Na svojem primeru določijo vse prvine investicije, opredelijo ustrezno prostorsko plansko podlago in ustrezno dovoljenje za gradnjo. Na vajah izdelajo tudi gantogram oziroma terminski plan izvedbe svoje investicije. Delo na vajah je osnova za pripravo seminarskih nalog.

as a basis for decision-making and for understanding infrastructure projects in the context of investment.

The second area of lectures introduces the fundamentals of project management as an organisational form of work suitable for managing infrastructure projects. Project-based work and project management have become a constant and indispensable tool in project management processes, the achievement of strategic objectives, and the enhancement of organisational competitiveness. The lectures present the fundamentals and characteristics of projects, project organisational structure (project team, project manager, stakeholders), the basic principles of project management (phases of project management, project success criteria, planning, supervision and control, and risk management), as well as the characteristics of leading project teams and the roles of stakeholders.

The third area of lectures is related to understanding spatial plans, planning acts, and the construction of infrastructure facilities. Students become familiar with the basic concepts of spatial planning and construction, spatial and project documentation, procedures for placing infrastructure facilities within space, and administrative procedures related to construction.

Based on general knowledge in the field of infrastructure project management, the entire subject area is further illustrated through the discussion of concrete examples and problem situations. The course addresses issues related to project management, investment decision-making, and construction processes.

During tutorials, students encounter concrete examples of infrastructure projects management. Using their own case study, they identify all elements of an investment, determine the appropriate spatial planning basis and the relevant construction permit. During the tutorials, students also prepare a Gantt chart or implementation timetable for their investment project. The work carried out during tutorials forms the basis for the preparation of seminar papers.

Temeljna literatura in viri / Readings:

Obvezna / Compulsory:

Andersen, E. S., et al. (2009). Goal directed project management: effective techniques and strategies. London: Kogan Page.
Burke, R. (2013). Project Management: Planning and Control Techniques. Chichester: John Wiley & Sons.
Guide to Cost-benefit Analysis of Investment Projects. Economic appraisal tool for Cohesion Policy 2014-2020. Brussels.

Hauc, A. (2007). Projektni management. Ljubljana: GV Založba.
Možina, S., et al. (1994). Management. Radovljica: Didakta.
Stare, A. (2011). Projektni management: teorija in praksa. Ljubljana: Agencija Poti.
Golob, K. (2026). Investicijski procesi in vodenje projektov. Ljubljana: Inženirska Zbornica Slovenije
Zakonodaja s področja graditve objektov.
Zakonodaja s področja javnih financ.
Zakonodaja s področja varstva okolja.

Cilji in kompetence:

Študentje bodo razvili **splošne kompetence**:

- poznavanje procesov investicijskega odločanja,
- poznavanje projektnega pristopa za doseganje ciljev;
- sposobnost razumevanja procesov priprave, orodij in metod za uspešno izvedbo projekta;
- sposobnost analiziranja, sintetiziranja pridobljenih znanj, predvidevanja rešitev in njihovih posledic;
- sposobnost kritične presoje na različnih stopnjah postopka, interpretiranja podatkov, identifikacije problemov;
- sposobnost uporabiti metodološki pristop od abstraktnega h konkretnemu in obratno;
- pregled nad celovitostjo področja;
- pregled nad zakonodajo;
- sposobnost dela v skupini;
- uporaba domače in tuje literature ter drugih virov podatkov;
- sposobnost javno predstaviti svoje delo.

Namen predmeta je doseči holistično razumevanje področja vodenja infrastrukturnih projektov, razumevanje principov procesa nastajanja projektov na teoretični ravni ter razumevanje posameznih faz in celote. Razumevanje osnovnih principov študenta vpne v proces vodenja infrastrukturnih projektov, konkretizacija abstraktnih konceptov pa oblikuje povezavo s prakso, ko se projekt preseli na nivo izvedbe. Poleg omenjenega je namen predmeta seznaniti študente s procesom investicijskega odločanja in s projektnim pristopom za uspešno doseganje ciljev ter z dejavniki uspešne izvedbe projekta, kot so kakovostna priprava, dober projektni tim s sposobnim in izkušenim vodjem projekta ter učinkovita projektna organizacija, podprta z ustrezno projektno kulturo.

Objectives and competences:

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

- knowledge of investment decision-making processes;
- knowledge of the project-based approach to achieving objectives;
- the ability to understand preparation processes, tools, and methods for successful project implementation;
- the ability to analyse and synthesise acquired knowledge, anticipate solutions, and assess their consequences;
- the ability to exercise critical judgement at different stages of procedures, interpret data, and identify problems;
- the ability to apply a methodological approach from the abstract to the concrete and vice versa;
- an overview of the field as a whole;
- an overview of the relevant legislation;
- the ability to work in a team;
- the ability to use domestic and foreign literature and other data sources;
- the ability to publicly present one's work.

The aim of the course is to achieve a holistic understanding of the field of infrastructure projects management, an understanding of the principles underlying the project development process at the theoretical level, and an understanding of the individual phases and the process as a whole. Understanding the fundamental principles enables students to engage with the process of infrastructure projects management, while the concretisation of abstract concepts establishes a connection with practice when a project moves to the implementation stage. In addition, the course aims to familiarise students with the process of investment decision-making and the project-based approach to successfully achieving objectives, as well as with the factors contributing to successful project implementation, such as high-quality preparation, a strong project team led by a capable and experienced project manager, and an effective

		project organisation supported by an appropriate project culture.
Študentje bodo razvili **predmetno-specifične kompetence**: – sposobnost fleksibilnega prenosa znanj v prakso; – sposobnost doseganja strateških in operativnih ciljev; – spretnosti za organiziranje timskega dela; – komuniciranje s strokovnjaki iz različnih področij ter z različnimi interesnimi skupinami; – poznavanje posebnosti načrtovanja, vodenja in izvedbe projekta; – razumevanje kompleksnosti in multidisciplinarnosti vodenja projektov in uporaba osvojenih tehnik; – obvladovanje in razumevanje vpliva posameznih spremenljivk oziroma faktorjev; – sposobnost samostojnega odločanja.		Students will develop the following **course-specific competences**: – the ability to flexibly transfer acquired knowledge into practice; – the ability to achieve strategic and operational objectives; – skills for organising teamwork; – the ability to communicate with experts from different fields and with various stakeholder groups; – knowledge of the specific characteristics of project planning, management, and implementation; – understanding of the complexity and multidisciplinary nature of project management and the ability to apply acquired techniques; – mastery and understanding of the impact of individual variables and factors; – the ability to make independent decisions.

Predvideni študijski rezultati:
Znanje in razumevanje:

Intended learning outcomes:
Knowledge and understanding:

Študent bo: – razumel celovitost, kompleksnost in multidisciplinarnost obravnavnega področja in uporabljal osvojene tehnike za njegovo obvladovanje; – razumel povezanost med infrastrukturnimi projekti in investicijskim procesom, – poznal pojme investicijskega procesa in projektnega menedžmenta; – razumel temeljna načela investicijskega procesa in projektnega menedžmenta; – poznal metode in tehnike priprave in kontroliranja projekta; – poznal osnove vodenja projektnega tima; – poznal postopke s področja urejanja prostora in graditve objektov; – poznal procese vodenja in doseganja strateških in operativnih ciljev; – razvil sposobnosti za uspešno doseganje strateških in operativnih ciljev; – razvil sposobnost za prehajanje od abstraktnih h konkretnim situacijam; – uporabljal kritično vrednotenje posameznih vplivnih faktorjev v razmerju do celote; – sposoben sodelovati pri načrtovanju in	**Students will:** – understand the complexity and multidisciplinarity of the field and use the acquired technique to master it; – understand the connection between infrastructure projects and investment processes; – understand the basic principles of project management; – understand the basic principles of the investment process and project management; – know the methods and techniques of preparation and control the project; – know the basic of leading project team; – know the procedures in the field of spatial planning and building the facilities; – know the processes of leadership and achievement of strategic and operational goals; – develop the abilities for successful achieving strategic and operational objectives; – develop the ability to move from abstract to concrete situations;

izvedbi projektov kot aktiven subjekt.	– use a critical evaluation of individual influencing factors in relation to the whole; – be able to participate in the planning and implementation of the projects actively.

Metode poučevanja in učenja:	**Learning and teaching methods:**
Oblike dela: ☒ Frontalna oblika poučevanja ☒ Delo v manjših skupinah oz. individualno ☒ Samostojno delo študentov ☒ Študij s pomočjo IKT tehnologij ☐ drugo (vpišite) _____ **Metode (načini) dela:** ☒ Razlaga ☒ Razgovor/ diskusija/debata ☒ Delo z besedilom ☒ Proučevanje primerov raziskav ☐ Igra vlog ☐ Druge vrste nastopov študentov ☐ Reševanje nalog/vaje ☐ Študijski obiski podjetij ipd.) ☐ Vključevanje gostov iz prakse ☐ Udeležba na okrogli mizi, na konferenci	**Types of learning/teaching:** ☒ Frontal teaching ☒ Work in smaller groups or individual work ☒ Independent students work ☒ Study with the help of ICT technologies ☐ other _____ **Teaching methods:** ☒ Explanation ☒ Conversation/discussion/debate ☒ Work with texts ☒ Research case studies ☐ Role-play ☐ Different presentation ☐ Solving exercises/study exercises ☐ Field work (e.g. company visits) ☐ Inviting guests from companies ☐ Attending round table and conference

Načini ocenjevanja: **Način (pisni izpit, ustno izpraševanje, naloge, projekt)**	**Teža (v %) / Weight (in %)**	**Assessment:** **Type (examination, oral, coursework, project)**
Seminarska naloga (za pristop k ustnemu ali pisnemu izpitu se zahteva pozitivno ocenjena seminarska naloga)	25 %	Seminar paper (a positively assessed seminar paper is required as a prerequisite for taking the oral or written examination)
Končni ustni ali pisni izpit	75 %	Final examination (oral or written)

Reference nosilca / Lecture's references:

Tomaž Košič je magister ekonomskih znanosti in diplomirani inženir gradbeništva z več kot 30 leti izkušenj na področju prometne infrastrukture in investicijske dokumentacije. Kot vodja sektorja vodi pripravo in koordinacijo projektov, financiranih tudi iz sredstev EU, ter sodeluje pri strateškem načrtovanju razvoja prometa. Ima bogate izkušnje z vodenjem projektov, vrednotenjem investicij in pedagoškim delom.
E-povezava do bibliografije v sistemu SICRIS: https://cris.cobiss.net/ecris/si/sl/researcher/69297.

Tomaž Košič holds a Master's degree in Economic Sciences and a degree in Civil Engineering, with more than 30 years of experience in the field of transport infrastructure and investment documentation. As Head of Sector, he manages the preparation and coordination of projects, including those financed through EU funds, and participates in the strategic planning of transport development. He has extensive experience in project management, investment appraisal, and teaching.
Electronic link to the bibliography in the SICRIS system: https://cris.cobiss.net/ecris/si/sl/researcher/69297.