

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/compulsory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Lab. vaje Laboratory work	Teren. vaje Field work	Samost. delo Individ. work	ECTS
35	0	30	0	0	85	6

Nosilec predmeta / Lecturer: pred. Lidija Kegljjevič Zagorc/ lect. Lidija Kegljjevič Zagorc

Jeziki / Languages:	Predavanja / Lectures:	Slovenski jezik/Slovenian
	Vaje / Tutorial:	Slovenski jezik/Slovenian

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

Vpis v 2. letnik študija.

Vsaj 80% prisotnost na predavanjih in vajah.

Prerequisites:

Enrollment in the 2nd year study programme.

At least 80% attendance at lectures and tutorials.

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.

Content (Syllabus outline):

The course at the undergraduate level of study includes three following basic teams into a comprehensive field of infrastructure project management, namely: investment processes, project management and legislation in the field of spatial planning and building.

Within the course, students get acquainted with

V okviru predmeta se študentke in študentje 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 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 s prostorskim načrtovanjem in graditvijo infrastrukturnih objektov. Študentke in študentje 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.

the integrity and complexity of infrastructure project management and its characteristics.

Within the investment processes, the basic concepts and elements of the investment process (costs, benefits, cost-benefit analysis and risks) and the purpose and goal of preparing investment documentation are discussed. Lectures include a basic explanation of the investment process and investment valuation (net present value, internal rate of return) as a basis for decision-making and understanding of infrastructure projects in the context of investment.

The second area of lectures includes the basics of project management, as organizational forms of work suitable for managing infrastructure projects. The project way of working and project management are becoming a constant and indispensable tool in the processes of managing, achieving strategic goals and raising the competitiveness of organizations. The lectures will present the basics and characteristics of the project, organizational structure of the project (project group, project manager and stakeholders), basic legality of project management (project management phases, project success rate, planning, supervision and control and risk management), management characteristics and the roles of stakeholders.

The third area of lectures is related to spatial planning and building of infrastructure facilities. Students get acquainted with the basic concepts of spatial planning and building of facilities, spatial and project documentation, procedures of spatial planning and administrative procedures related to the building of facilities.

Based on general knowledge in the field of infrastructure project management, the entire field is illuminated by dealing with concrete

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.

cases and problem situations. In terms of content, issues related to project management, investment decision-making process and building of facilities are addressed.

Temeljni literatura in viri / Study Literature:

1. Burke, R. (2013). Project Management. Planning and Control Techniques. Založba John Wiley & Sons.
2. Stare, A. (2011). Projektni management. Teorija in praksa. Agencija Poti.
3. Stare, A. (2009). Projektni management. Učno gradivo za študente Evropske pravne fakultete. Evropska pravna fakulteta.
4. Verzuh, E. (2016). The fast forward MBA in Project management. Fifth edition. Založba John Wiley & Sons.
5. Project Management Institute (2017). A guide to the project management body of knowledge: PMBOK guide. Sixth edition. Newtown Square.
6. Jones, C. P. (2012). Investments Analysis and Management – 12 th ed. Hoboken (USA): John Wiley & Sons, str 1 do 21.
7. Guide to Cost-benefit Analysis of Investment Projects. Economic appraisal tool for Cohesion Policy 2014-2020. Brussels.
8. Andersen, E. S. (2004). Goal directed project management. Effective techniques and strategies. London.
9. Hauc, A. (2002). Projektni management, Ljubljana: GV založba.
10. Zakonodaja s področja javnih financ.
11. Zakonodaja s področja graditve objektov.
12. Zakonodaja s področja varstva okolja.

Cilji in kompetence:

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

Objectives and competences:

The purpose of the course is to achieve a comprehensive understanding of the areas of infrastructure project management, understanding the principles of the project development process at the theoretical level and understanding the individual phases and whole process. Understanding the basic principles involves students in the process of managing infrastructure projects. The concretization of abstract concepts, which is related to the practice, moves the project to the level of implementation. One of the aim of the course is to acquaint students with the investment decision-making process and the

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.

V praktičnem delu bodo študentje osvojili metode in tehnike priprave in kontroliranja projekta ter osnove vodenja projektnega tima.

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 k konkretnemu in obratno;
- pregled nad celovitostjo področja;
- pregled nad zakonodajo;
- sposobnost dela v skupini oz. timu;
- uporaba domače in tuje literature ter drugih virov podatkov;
- obvlada javno predstavitev svojega dela.

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;
- pozna posebnosti načrtovanja, vodenja in izvedbe projekta;

project approach for successfully achieve goals of the project, such as quality preparation, a good project team with a capable and experienced project manager and an effective project organization supported by appropriate project culture.

In the practical part, students will win the methods and techniques of project preparation and supervision and the basic methods of project management.

General competences:

- knowledge of investment decision-making processes;
- knowledge of the project approach to achieving the objectives;
- ability to understand the preparation processes, tools and method for successful project implementation;
- ability to analyse, synthesize acquired knowledge, predict the solution and their consequences;
- ability to critically review on various level of procedures, interpret data, identify problems;
- ability to use a methodological approach from the abstract to the concrete and vice versa;
- has an overview of the integrity of the field;
- has an overview of the legislation;
- has ability to work in a group or team;
- uses native and foreign literature and other data sources;
- masters the public presentation of his work.

Subject-specific competencies:

- ability to flexibly transfer knowledge into practice;
- ability to achieve strategic and operational goals;
- skills for organizing team work;
- communication with experts from different fields and with different

- razume kompleksnost in multidisciplinarnost vodenja projektov in uporablja osvojene tehnike;
- obvlada in razume vpliv posameznih spremenljivk oz. faktorjev;
- delno je sposoben samostojnega odločanja.

- stakeholders;
- knows the special features of the planning, managing and implementing the project;
- understands the complexity and multidisciplinary of project management and uses the acquired techniques;
- masters and understands the influence of variables or factors;
- it is partially capable for independent decision-making.

Predvideni študijski rezultati:

Študent/študentka:

- razume celovitost, kompleksnost in multidisciplinarnost obravnavnega področja in uporablja osvojene tehnike za njegovo obvladovanje;
- razume povezanost med infrastrukturnimi projekti in investicijskih procesom,
- pozna pojme investicijskega procesa in projektnega menedžmenta;
- razume temeljna načela investicijskega procesa in projektnega menedžmenta;
- pozna metode in tehnike priprave in kontroliranja projekta;
- pozna osnove vodenja projektnega tima;
- pozna postopke s področja urejanja prostora in graditve objektov;
- pozna procese vodenja in doseganja strateških ter operativnih ciljev;
- razvije sposobnosti za uspešno doseganje strateških in operativnih ciljev
- razvije sposobnost za prehajanje od abstraktnih h konkretnim situacijam;
- uporablja kritično vrednotenje posameznih vplivnih faktorjev v razmerju do celote
- je sposoben sodelovati pri načrtovanju in izvedbi projektov kot aktiven subjekt.

Intended learning outcomes:

Student:

- understands the complexity and multidisciplinary of the field and use the acquired technique to master it;
- understands the connection between infrastructure projects and investment processes;
- understands the basic principles of project management;
- understands the basic principles of the investment process and project management;
- knows the methods and techniques of preparation and control the project;
- knows the basic of leading project team;
- knows the procedures in the field of spatial planning and building the facilities;
- knows the processes of leadership and achievement of strategic and operational goals;
- develops the abilities for successful achieving strategic and operational objectives;
- develops the ability to move from abstract to concrete situations;
- uses a critical evaluation of individual influencing factors in relation to the whole;
- it is able to participate in the planning and implementation of the projects as

an active entity.

Metode poučevanja in učenja:

Oblike dela:

- Frontalna oblika poučevanja
- Delo v manjših skupinah oz. v dvojicah
- Samostojno delo študentov
- e-učenje
- drugo (vpišite) _____

Metode (načini) dela:

- Razlaga
- Razgovor/ diskusija/debata
- Delo z besedilom
- Proučevanje primera
- Igra vlog
- Druge vrste nastopov študentov
- Reševanje nalog
- Študijski obiski podjetij ipd.
- Vključevanje gostov iz prakse
- Udeležba na okrogli mizi, na konferenci

Learning and teaching methods:

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups or pair work
- Independent students work
- e-learning
- other _____

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Work with texts
- Case studies
- Role-play
- Different presentation
- Solving exercises
- Field work (e.g. company visits)
- Inviting guests from companies
- Attending round table and conference

Delež (v %) /

Weight (in %)

Načini ocenjevanja:

Assessment:

Način (pisni izpit, ustno izpraševanje, seminarska naloga)	Delež (v %) / Weight (in %)	Assessment: Type (examination, oral, seminar paper):
Pisni izpit ali ustni izpit	75%	Written and oral examination; and seminar paper.
Pozitivno ocenjena seminarska naloga	25%	

Reference nosilca / Lecturer's references:

Lidija Kegljevič Zagorc je diplomirala na Fakulteti za gradbeništvo in geodezijo v Ljubljani, Univerza v Ljubljani ter študij nadaljevala na področju ekonomije in upravljanja. Leta 2017 je doktorirala iz področja investicij in trajnostnega razvoja, na Fakulteti za poslovne in upravne vede na Univerzi v Novem mestu. Ima reference in kompetence s področja vodenja infrastrukturnih projektov, trenutno pa v upravi DARS, d. d. skrbi za področje gradenj in obnov avtocestnega omrežja v RS.

Je avtorica strokovnih in znanstvenih člankov v katerih prepleta področje gradbeništva in ekonomije in s svojimi prispevki sodeluje na domačih in mednarodnih konferencah tako na področju področjih gradbeništva, kot področju ekonomskih ved.

Lidija Kegljevič Zagorc graduated from the Faculty of Civil Engineering and Geodesy in Ljubljana,

University of Ljubljana in 1994. After that she continued her economics and management studies and she completed her PhD in the Faculty of Business and Administrative Sciences at the University in Novo mesto . She has references and competences in the field of infrastructure project management, and now in the management of DARS, d. d. takes care of the construction and renovation of the highway network in the Republic of Slovenia.

She is the author of professional and scientific articles in which she intertwines the field of construction and economics, and she participates in domestic and international building or economics conferences with her contributions.