

**UČNI NAČRT PREDMETA / COURSE SYLLABUS**

**Ime predmeta:** SPRETNOSTI VODENJA IN POSLOVNA NAČELA  
**Course title:** CORE MANAGEMENT SKILLS AND BUSINESS PRINCIPLES

Študijski program in stopnja Study programme and cycle	Študijska smer Study option	Letnik Year of study	Semester Semester
LOGISTIKA SISTEMOV 2. stopnja		2.	3.
SYSTEM LOGISTICS 2 <sup>nd</sup> degree		2.	3.

**Vrsta predmeta (obvezni ali izbirni) /  
Course type (compulsory or elective)**

IZBIRNI  
ELECTIVE

**Univerzitetna koda predmeta / University course code:**

MAG

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje Clinical training	Druge oblike študija Other forms of study	Samost. delo Individual work	ECTS
6 e-P 15 a-P		9 e-V 15 a-V			135	6

**Nosilec predmeta / Course coordinator:**

BOJAN ROSI IN SONJA MLAKER KAČ

**Jeziki /Languages:**

**Predavanja / Lectures:** SLOVENSKI/SLOVENE

**Vaje / Tutorial:** SLOVENSKI/SLOVENE

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

Ni pogojev.

**Prerequisites for enrolling in the course or for performing study obligations:**

None.

**Vsebina (kratek pregled učnega načrta):**

Komunikacijske spretnosti.  
 Vrhunska zmogljivost.  
 Strateško razmišljanje.  
 Razumevanje sprememb.  
 Situacijsko vodenje.  
 Upravljanje po ciljih in ocena uspešnosti.  
 Finančni vpliv zalog.  
 Cikel denarnega toka.  
 Neto sedanja vrednost.  
 Dejanski stroški v primerjavi s predvidenimi stroški.  
 Poslovni načrt.  
 Opredelitev strategije oblikovanja cen.  
 Ocenitev poslovne uspešnosti.  
 Odločitve zunanjih ocenjevalcev.  
 Ocena uspešnosti.  
 Ustrezna organizacijska struktura.

**Content (syllabus outline):**

Communication skills.  
 Superior performance.  
 Strategic thinking.  
 Facilitates change.  
 Situational leadership.  
 Management by Objectives (MBO) and performance evaluation.  
 Financial impact of holding inventory.  
 Cash to cash (C2C) cycle.  
 Net Present Value (NPV).  
 Actual costs versus budgeted costs.  
 Business plan.  
 Defining pricing strategy.  
 Assesses business performance.  
 Outsourcing decisions.  
 Performance scorecard.

Appropriate organization structure.

### Temeljni literatura in viri / Reading materials:

E-gradivo predmeta./E-learning materials.

Millins, L. J. (2010). Management & organisational behaviour. Pearson Education Limited, London.

### Cilji in kompetence:

#### Cilji:

Izboljšati komunikacijske spretnosti.  
Izboljšati kompetence vodenja.  
Fokus na izboljšanje učinkovitosti.  
Predstavitev vpliva finančnih vidikov na upravljanje.  
Predstavitev metod in tehnik za merjenje poslovne uspešnosti.  
Predstavitev metod in tehnik za oblikovanje organizacijske strukture.  
Izboljšati teoretično znanje na področju upravljanja oskrbovalnih verig.  
Uporabiti pridobljeno teoretično znanje s področja upravljanja oskrbovalnih verig v praksi.  
Uporaba različnih pristopov za upravljanje oskrbovalnih verig.  
Pridobiti novo znanje o osnovah pristopov upravljanja oskrbovalnih verig.

#### Kompetence:

Študent je pripravljen voditi manjšo ekipo.  
Študent je odgovoren za aktivnosti, ki jih izvaja skupina.  
Študent ima dober odnos do dela in sodelavcev.  
Študent razume proces HRM – proces zaposlovanja in izbire, usposabljanja in razvoja zaposlenih.  
Študent je sposoben prepoznati hierarhijo različnih dejavnikov, ki vplivajo na podjetje.  
Študent je sposoben prevzeti odgovornost za pripravljen poslovni načrt.  
Študent ima dober odnos do dela in sodelavcev.  
Študent je zmožen nadgrajevati študije o procesih v upravljanju.  
Študent je sposoben opravljati nadzor procesov v različnih organizacijah.  
Študent je sposoben izbrati primerne tehnike za reševanje problemov in zna oceniti pomembnost in uporabnost podatkov.  
Študent je sposoben iz literature in prakse pridobiti in sintetizirati nove informacije s področja

### Objectives and competences:

#### Learning objectives:

Improving communication skills.  
Improving leadership competencies.  
Focusing on performance improvement.  
Presenting the influence of financial aspects on business management.  
Presenting methods and techniques for business performance measurement.  
Presenting methods and techniques for designing an organization structure.  
Enhance their theoretical knowledge in the field of management of supply chains so they are able to apply it.  
Gain the ability to apply their theoretical knowledge in practice in the field of management of supply chains.  
Acquire different approaches for the consideration of the management of supply chains.  
Acquire advanced knowledge of basic theoretical approaches in the field of management of supply chains.

#### Competences:

Student is prepared to be a leader of a small team.  
Student is responsible for activities taken by the team.  
Student has an impeccable attitude to work and co-workers.  
Student is able to deal with HRM – process of recruitment and selection, training and development of employees.  
Student is able to make a hierarchy of factors, which has an influence on a business.  
Student is able to take responsibility for the developed business plan.  
Student has an impeccable attitude to work and his co-workers.  
Student is able to pursue a further study on processes in the field of management.  
Student is qualified to control and supervise processes in different organizations.  
Student can select appropriate techniques for problem solving and is able to evaluate the importance and significance of data.

poslovanja in trajnostnih načel v poslovnih procesih.

Student is able to search and synthesize new information from the field of making business, sustainable principles in business processes in literature and praxis.

#### **Predvideni študijski rezultati:**

Znanje in razumevanje:  
Študent pozna teorijo strateškega vodenja.  
Študent pozna vlogo komunikacijskih veščin v upravljanju.  
Študent razume pomembnost znanja o vodenju.  
Študent razume upravljanje organizacij (poslovni načrti, organizacijska struktura, upravljanje in vodenje, itd.).  
Študent razume vodstvene aktivnosti (načine vodenja, upravljanje uspešnosti, upravljanje časa, določanje ciljev, načrtovanje, organiziranje, kontroliranje, vrednotenje ...).  
Študent zna brati bilance stanja in razume izračune dobička in izgube, finančna merila uspešnosti, spremljanje proračuna.  
Študent razume pomen varnega delovnega okolja.  
Študent zna uporabiti metode upravljanja kakovosti, PDCA, SWOT, analizo stroškov in koristi, scenarije.  
Študent razume pomembnost vodenja in timskega dela za uspešno zaključevanje projekta.

#### **Prenesljive/ključne spretnosti in drugi atributi:**

Študent zna analizirati problem v oskrbovalni verigi in zna izbrati metode in tehnike za njegovo reševanje.  
Študent komunicira z zaposlenimi in poslovnimi partnerji.  
Študent zna voditi in organizirati timsko delo, namenjeno spremembam v organizaciji.  
Študent učinkovito komunicira, daje povratne informacije, se zna pogajati, predstaviti podatke ter poročati.  
Študent je sposoben motivirati in vplivati na vedenje posameznikov in skupin.  
Študent je sposoben reševati konfliktna situacije in obvladovati tveganja.  
Študent zna oceniti uspešnost podjetja.  
Študent zna pripraviti poslovni načrt v tujem jeziku.  
Študent zna voditi in organizirati timsko delo, namenjeno spremembam v organizaciji.  
Študent razvija spretnosti za interpretacijo pridobljenih rezultatov.  
Študent zna pripraviti sintezo različnih podatkov in literature ter se zaveda pomembnosti uporabe

#### **Intended learning outcomes:**

Knowledge and Understanding:  
Student knows the theory of strategic management.  
Student knows the role of communication skills in management.  
Student knows how important is the leadership skill.  
Student understands the organizational management (business plans, organizational structure, management and leadership etc.).  
Student understands leadership activities (leadership styles, performance management, time management, setting targets, planning, organizing, controlling, evaluations ...).  
Student can read balance sheets and understands profit & loss calculations, financial criteria, budget monitoring).  
Student understands the importance of safe working environment.  
Student can apply quality management methods, PDCA, SWOT, cost/benefit analysis, scenarios.  
Student understands the importance of leadership and teamwork for a successful project completion.

#### **Transferable/Key Skills and other attributes:**

Student can analyze a problem in supply chains and choose methods and techniques to solve it.  
Student can communicate with staff and business partners.  
Student can be a leader of a team responsible for a change in an organization.  
Student can effectively communicate, give feedback, negotiate, give presentations and report.  
Student is able to motivate and influence the behavior of individuals and teams.  
Student is able to handle conflict situations and managing risks.  
Student can measure the performance of a business.  
Student can develop a business plan in a foreign language.  
Student can be a leader of a team responsible for a change in an organization.  
Student develops the skills to interpret the gained results.  
Student synthesizes different knowledge and procedures and is aware of the importance of usage

strokovne literature pri izvedbi poslovnih procesov, iskanju poslovnih priložnosti in pripravi poslovnih načrtov.  
Študent je sposoben identificirati ključne vidike določenega problema in poiskati rešitve.

of professional literature about business processes, business opportunities and business plans.  
Student identifies key aspects of a problem from different viewpoints and identifies improvements and solutions.

**Metode poučevanja in učenja:**

**Predavanja:** pri predavanjih študent spozna teoretične vsebine predmeta. Del predavanj se izvaja na klasični način v predavalnici, del pa v obliki e-predavanj (e-predavanja se lahko izvajajo na videokonferenčni način ali s pomočjo posebej v ta namen didaktično pripravljenih e-gradiv v virtualnem elektronskem učnem okolju).

**Vaje:** pri vajah študent utrdi teoretično znanje in spozna aplikativne možnosti. Del vaj se izvaja na klasični način v predavalnici, del pa v obliki e-vaj (e-vaje se lahko izvajajo na videokonferenčni način ali s pomočjo posebej v ta namen didaktično pripravljenih e-gradiv v virtualnem elektronskem učnem okolju).

**Learning and teaching methods:**

**Lectures:** Students understand the theoretical frameworks of the course. Part of the lecture course is in a classroom while the rest is in the form of e-learning (e-lectures may be given via video-conferencing or with the help of specially designed e-material in a virtual electronic learning environment).

**Tutorials:** Students enhance their theoretical knowledge and are able to apply it. Part of the seminar is in a classroom while the rest is in the form of e-learning (e-tutorials may be given via video-conferencing or with the help of specially designed e-material in a virtual electronic learning environment).

<b>Načini ocenjevanja:</b>	Delež (v %) / Share (in %)	<b>Assessment methods:</b>
Opravljene obveznosti e-predavanj in e-vaj so pogoj za pristop k izpitu.		Successful completion of e-lectures and e-tutorials is a prerequisite for entering the exam.
<ul style="list-style-type: none"> <li>• Pisni izpit.</li> <li>• Ustni izpit.</li> </ul>	<p>70%</p> <p>30%</p>	<ul style="list-style-type: none"> <li>• Written examination.</li> <li>• Oral examination.</li> </ul>

**Reference nosilca / Course coordinator's references:**

- MLAKER KAČ, Sonja, GORENAK, Irena, POTOČAN, Vojko. The influence of trust on collaborative relationships in supply chains. *E+M : ekonomie a management*, ISSN 1212-3609, 2016, vol. 19, no. 2, str. 120-131. [dx.doi.org/10.15240/tul/001/2016-2-008](https://doi.org/10.15240/tul/001/2016-2-008), doi: [10.15240/tul/001/2016-2-008](https://doi.org/10.15240/tul/001/2016-2-008). [COBISS.SI-ID [12353820](#)], [JCR, SNIP, WoS do 23. 7. 2016: št. citatov (TC): 0, čistih citatov (CI): 0, Scopus do 29. 8. 2018: št. citatov (TC): 2, čistih citatov (CI): 2].
- MLAKER KAČ, Sonja, GORENAK, Irena. Differences in understanding the importance of factors influencing collaboration in supply chains in view of educational background and work experiences = Razlike u razumijevanju važnosti faktora koji utječu na suradnju u opskrbnim lancima s obzirom na razinu obrazovanja i radno iskustvo. *Informatologia*, ISSN 1330-0067, srp. 2016, vol. 49, no. 1/2, str. 22-30. <http://hrcak.srce.hr/index.php?show=clanak&id=clanak&jezik=238653>. [COBISS.SI-ID [512791101](#)], [SNIP, Scopus do 22. 9. 2016: št. citatov (TC): 0, čistih citatov (CI): 0].
- MLAKER KAČ, Sonja, GORENAK, Irena, POTOČAN, Vojko. Influence of relationship commitment and trust on collaborative behaviour in supply chains. *Promet*, ISSN 0353-5320. [Print ed.], 2015, vol. 27, no. 1, str. 77-84, ilustr. <http://www.fpz.unizg.hr/traffic/index.php/PROMTT/article/view/1575>, doi: [10.7307/ptt.v27i1.1575](https://doi.org/10.7307/ptt.v27i1.1575). [COBISS.SI-ID [512660285](#)], [JCR, SNIP, WoS do 25. 6. 2017: št. citatov (TC): 2, čistih citatov (CI): 2, Scopus do 30. 3. 2017: št. citatov (TC): 2, čistih citatov (CI): 2].

4. GORENAK, Irena, MLAKER KAČ, Sonja, ORTHABER, Sara. Cross-cultural comparison of online job advertisements. *Logistics & sustainable transport*, ISSN 2232-4968. [Spletna izd.], 17-03-10, vol. 1, iss. 5, 13 str. [http://www.jlst.org/uploads/article\\_gorenak\\_orthaber\\_kac.pdf](http://www.jlst.org/uploads/article_gorenak_orthaber_kac.pdf). [COBISS.SI-ID 512204093].
5. OMAN, Simon, LESKOVAR, Robert, ROSI, Bojan, BAGGIA, Alenka. Integration of mes and erp in supply chains : effect assessment in the case of the automotive industry = Integracija MES i ERP sustava u opskrbnim lancima : procjena učinka na primjeru automobilske industrije. *Tehnički vjesnik : znanstveno-stručni časopis tehničkih fakulteta Sveučilišta u Osijeku*, ISSN 1330-3651, 2017, vol. 24, no. 6, str. 1889-1896, ilustr., tabele. [http://hrcak.srce.hr/index.php?show=clanak&id\\_clanak\\_jezik=280303](http://hrcak.srce.hr/index.php?show=clanak&id_clanak_jezik=280303), doi: [10.17559/TV-20160426094449](https://doi.org/10.17559/TV-20160426094449). [COBISS.SI-ID 7982867], [JCR, SNIP, WoS do 15. 10. 2018: št. citatov (TC): 1, čistih citatov (CI): 1, Scopus do 29. 8. 2018: št. citatov (TC): 1, čistih citatov (CI): 1].
6. GAJŠEK, Brigita, ROSI, Bojan. Stakeholder differences in the understanding of inter-organizational concept content as a risk factor : the case for a logistics platform. *The International journal of logistics management*, ISSN 0957-4093, 2015, vol. 26, iss. 1, str. 107-127, tabele. <http://www.emeraldinsight.com/doi/pdfplus/10.1108/IJLM-06-2012-0040>, doi: [10.1108/IJLM-06-2012-0040](https://doi.org/10.1108/IJLM-06-2012-0040). [COBISS.SI-ID 512661565], [JCR, SNIP, WoS do 27. 8. 2018: št. citatov (TC): 2, čistih citatov (CI): 0, Scopus do 28. 5. 2018: št. citatov (TC): 3, čistih citatov (CI): 1].
7. STERNAD, Marjan, ROSI, Bojan, JEREB, Borut. Risk identification in international business. *Strategic management : International journal of strategic management and decision support systems in strategic management*, ISSN 1821-3448, 2015, vol. 20, no. 1, str. 11-16, ilustr. [COBISS.SI-ID 512678461], [WoS do 30. 10. 2017: št. citatov (TC): 0, čistih citatov (CI): 0].
8. ROSI, Bojan, POTOČAN, Vojko. The integration of the supply chain : rationalization vs. synergy. *Strategic management : International journal of strategic management and decision support systems in strategic management*, ISSN 1821-3448, 2015, vol. 20, no. 2, str. 3-16, ilustr. [COBISS.SI-ID 512691005], [WoS do 30. 10. 2017: št. citatov (TC): 0, čistih citatov (CI): 0].
9. JAKOVČIĆ, Mladen, ROSI, Bojan. Strategic role of maintenance in logistics of tomorrow. *Logistics & sustainable transport*, ISSN 1854-3332. [Tiskana izd.], 2008, vol. 1, iss. 3, f. 25-32. [http://www.jlst.org/uploads/08\\_strategic%20role%20of%20maint%20%20%20jakovcic\\_rosi.pdf](http://www.jlst.org/uploads/08_strategic%20role%20of%20maint%20%20%20jakovcic_rosi.pdf). [COBISS.SI-ID 264155648]
10. LISEC, Andrej, ROSI, Bojan, KAVRAN, Zvonko. Holistic thinking approach : case study of post network in Slovenia. *Promet*, ISSN 0353-5320. [Print ed.], 2008, vol. 20, no. 2, str. 79-86. [COBISS.SI-ID 512066621], [JCR, SNIP, WoS do 27. 8. 2018: št. citatov (TC): 4, čistih citatov (CI): 4, Scopus do 21. 8. 2018: št. citatov (TC): 4, čistih citatov (CI): 4].