

## UČNI NAČRT PREDMETA / COURSE SYLLABUS

**Ime predmeta:** Vodstvene veščine v logistiki  
**Course title:** Leadership skills in logistics

Študijski program in stopnja Study programme and cycle	Študijska smer Study option	Letnik Year of study	Semester Semester
LOGISTIKA SISTEMOV 2. stopnja		1.	1.
SYSTEM LOGISTICS 2 <sup>nd</sup> degree		1.	1.

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

OBVEZNI  
COMPULSORY

**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
30 a-P 15 e-P		30 a-V 15 e-V			125	7

**Nosilec predmeta / Course  
coordinator:**

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):**

- Uvod- organizacijska okolja in vloga vodstva pri tem (PESTEL model okolij, družbeno kulturni vidik organizacije, etični vidik organizacije, vloga vodstev pri različnih okoljih)
- Vodstvena znanja- uvod (vodenje, sestavine vodenja, stili vodenja, druge vodstvene spretnosti)
- Komunikacijske spretnosti- vloga top managementa pri tem (komuniciranje v organizaciji, vrste komuniciranja, pravila komuniciranja v poslovnem okolju)
- Organizacijska kultura- s poudarkom na storitveni dejavnosti (definiranje organizacijske kulture, pomembnost organizacijske kulture (s poudarkom na storitveni dejavnosti in logistiki), tipi organizacijske kulture (s poudarkom na storitveni dejavnosti in

**Content (syllabus outline):**

- Introduction - organizational environments and the role of management in this (PESTEL model of environments, socio-cultural aspect of the organization, ethical aspect of the organization, the role of management in different environments)
- Leadership knowledge - introduction (leadership, leadership components, leadership styles, other leadership skills)
- Communication skills - the role of top management in this (communication in the organization, types of communication, rules of communication in the business environment)
- Organizational culture - with emphasis on service activities (defining organizational culture, importance of organizational culture (with emphasis on service activities and

<p>logistiki), vpliv top managementa na oblikovanje in spreminjanje organizacijske kulture)</p> <ul style="list-style-type: none"> <li>• Organizacijska klima in vplivanje na zadovoljstvo in zavzetost zaposlenih (definiranje organizacijske klime, pomembnost merjenja organizacijske klime (s poudarkom na storitveni dejavnosti in logistiki), vpliv vodenja na organizacijsko klimo)</li> <li>• Poslovni bonton (pravila poslovnega vedenja v različnih situacijah, besedno in nebesedno komuniciranje kot del poslovnega bontona)</li> <li>• Pogajanja v poslovnih okoljih (definiranje pogajanj, ključni koncepti pri pogajanjih: ZOPA, BATNA, PARETO OPTIMUM, priprava na pogajanja, komunikacijske strategije pri pogajanjih)</li> <li>• Predstavitve v poslovnih okoljih (definiranje, tipi predstavitev, pravila komuniciranja pri predstavitvah)</li> <li>• Družbeno odgovorno in etično vodenje (definiranje etike in morale, etično vodenje, definiranje družbene odgovornosti, družbeno odgovorno vodenje (s poudarkom na storitveni dejavnosti in ob upoštevanju vseh deležnikov)</li> </ul>	<p>logistics), types of organizational culture (with emphasis on service activities and logistics), influence of top management on shaping and changing organizational culture)</p> <ul style="list-style-type: none"> <li>• Organizational climate and influencing employee satisfaction and commitment (defining organizational climate, the importance of measuring organizational climate (with emphasis on service activities and logistics), the impact of management on the organizational climate)</li> <li>• Business etiquette (rules of business behavior in different situations, verbal and non-verbal communication as part of business etiquette)</li> <li>• Negotiations in business environments (definition of negotiations, key concepts in negotiations: ZOPA, BATNA, PARETO OPTIMUM, preparation for negotiations, communication strategies in negotiations)</li> <li>• Presentations in business environments (definition, types of presentations, rules of communication in presentations)</li> <li>• Socially responsible and ethical leadership (defining ethics and morals, ethical leadership, defining social responsibility, socially responsible leadership (with emphasis on service activities and taking into account all stakeholders)</li> </ul>
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#### Temeljni literatura in viri / Reading materials:

E-gradivo predmeta.  
Mullins, L. J. (2005). Management and Organisational Behaviour, 7th Edition. Essex: Pearson Education Limited.  
S. Možina (ur.), Management nova znanja za uspeh. Radovljica: Didakta.  
Berlogar, J. (1999). Organizacijsko komuniciranje. Ljubljana: Gospodarski vestnik.  
Berlogar, J. (2000). Managerska etika ali svetost preživetja. Ljubljana: Fakulteta za družbene vede.  
Ivanko, Š. in Stare, J. (2007). Organizacijsko vodenje. Ljubljana: Fakulteta za upravo.  
Kralj, J. (2005). Management: temelji managementa, odločanje in ostale naloge managerjev. Koper: Fakulteta za management.  
Mumel, D. (2012). Komuniciranje v poslovnem okolju. Maribor, De Vesta.

#### Cilji in kompetence:

Cilji predmeta so:

- opredeliti organizacijska okolja in vodstvena znanja
- opredeliti pomen komunikacijskih spretnosti v logistiki
- opredeliti pomen organizacijske klime in kulture storitveni dejavnosti in v logistiki,
- opredeliti in znati v praksi uporabiti poslovni bonton,

#### Objectives and competences:

The objectives of the course are:

- define organizational environments and management skills
- define the importance of communication skills in logistics
- define the importance of organizational climate and culture in service activities and in logistics,
- define and know how to use business etiquette in practice,

- teoretično opredeliti in praktično razložiti pomen pogajanj v oskrbovalnih verigah,
- opredeliti pomembnosti etičnega in družbeno odgovornega vodenja v logistiki in oskrbovalnih verigah.

Kompetence, ki jih študentje osvojijo:

- spoznajo in razumejo pomen in koristnost vodstvenih in komunikacijskih spretnosti v logistiki in oskrbovalnih verigah,
- spoznajo in razumejo pomen organizacijske kulture in klime v logistiki in oskrbovalnih verigah,
- spoznajo in razumejo pomen poslovnega bontona v logistiki in oskrbovalnih verigah,
- se naučijo konstruktivnega mišljenja in natančnega izražanja v poslovnih pogajanjih,
- se naučijo etičnega in družbeno odgovornega vodenja,
- se usposobijo v praksi uporabljati pridobljeno teoretično znanje.

- theoretically define and practically explain the importance of negotiations in supply chains,
- identify the importance of ethical and socially responsible management in logistics and supply chains.

Competences that students acquire:

- know and understand the importance and usefulness of management and communication skills in logistics and supply chains,
- know and understand the importance of organizational culture and climate in logistics and supply chains,
- know and understand the importance of business etiquette in logistics and supply chains,
- learn to think constructively and express themselves accurately in business negotiations,
- learn ethical and socially responsible leadership,
- are trained to apply the acquired theoretical knowledge in practice.

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

Študent bo znal:

- kako poteka vodenje in komuniciranje v logistiki in oskrbovalnih verigah,
- opredeliti pomen organizacijske kulture in klime v logistiki,
- kaj je poslovni bonton in njegov pomen v logistiki in oskrbovalnih verigah,
- kako potekajo pogajanja in predstavitve v logistiki in oskrbovalnih verigah,
- opredeliti pomen etičnega in družbeno odgovornega vodenja v logistiki in oskrbovalnih verigah.

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

The student will know:

- how management and communication take place in logistics and supply chains,
- define the importance of organizational culture and climate in logistics,
- what is a business etiquette and its importance in logistics and supply chains,
- how negotiations and presentations go in logistics and supply chains,
- define the importance of ethical and socially responsible management in logistics and supply chains.

#### **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

#### **Learning and teaching methods:**

Lectures: Students understand the theoretical frameworks of the course. Part of the lecture course is held in standard classroom while the rest is in the form of e-learning (e-lectures may be given via videoconferencing 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-

s pomočjo posebej v ta namen didaktično pripravljenih e-gradiv v virtualnem elektronskem učnem okolju).

conferencing or with the help of specially designed e-material in a virtual electronic learning environment).

Načini ocenjevanja:	Delež (v %) / Share (in %)	Assessment methods:
Opravljenosti 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.
Pisni izpit.	60%	Written examination.
Vaje	20%	Tutorials
Seminarska naloga.	20%	Seminar paper

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

1. ČUČEK, Mateja, MLAKER KAČ, Sonja. Organizational culture in logistics companies and its impact on employee satisfaction. *Management*. 2020, vol. 25, no. 2, str. 165-180, ilustr. ISSN 1846-3363. <https://doi.org/10.30924/mjcmi.25.2.9>, DOI: [10.30924/mjcmi.25.2.9](https://doi.org/10.30924/mjcmi.25.2.9). [COBISS.SI-ID [44036611](#)], [SNIP]
2. MLAKER KAČ, Sonja, GORENAK, Irena, POTOČAN, Vojko. The influence of trust on collaborative relationships in supply chains. *E+M : ekonomie a management*. 2016, vol. 19, no. 2, str. 120-131. ISSN 1212-3609. <http://dx.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 13. 9. 2020: št. citatov (TC): 2, čistih citatov (CI): 2, Scopus do 10. 8. 2020: št. citatov (TC): 4, čistih citatov (CI): 4]
3. 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*. srp. 2016, vol. 49, no. 1/2, str. 22-30. ISSN 1330-0067. [http://hrcak.srce.hr/index.php?show=clanak&id\\_clanak\\_jezik=238653](http://hrcak.srce.hr/index.php?show=clanak&id_clanak_jezik=238653). [COBISS.SI-ID [512791101](#)], [SNIP, Scopus]
4. MLAKER KAČ, Sonja, GORENAK, Irena, POTOČAN, Vojko. Influence of relationship commitment and trust on collaborative behaviour in supply chains. *Promet*. [Print ed.]. 2015, vol. 27, no. 1, str. 77-84, ilustr. ISSN 0353-5320. <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 10. 8. 2020: št. citatov (TC): 5, čistih citatov (CI): 5, Scopus do 10. 8. 2020: št. citatov (TC): 3, čistih citatov (CI): 3]
5. MLAKER KAČ, Sonja, TOMŠE, Tajana, GORENAK, Irena. Intercultural education and training of Slovene police officers for the purpose of international missions. V: POTOČAN, Vojko (ur.), UNGAN, Mustafa (ur.), NEDELKO, Zlatko (ur.). *Handbook of research on managerial solutions in non-profit organizations*. Hershey: IGI Global, cop. 2017. Str. 298-320, ilustr. Advances in public policy and administration (Print). ISBN 978-1-5225-0731-4. <http://www.igi-global.com/chapter/intercultural-education-and-training-of-slovene-police-officers-for-the-purpose-of-international-missions/163760>, DOI: [10.4018/978-1-5225-0731-4.ch014](https://doi.org/10.4018/978-1-5225-0731-4.ch014). [COBISS.SI-ID [512829757](#)], [Scopus]