

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Neprofitni menedžment
Course title: Nonprofit Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Socialni menedžment (UN), prva stopnja / Social management (BSc), first level	/	1.	2.

Vrsta predmeta / Course type

Obvezni/Compulsory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	30	0	0	130	6

Nosilec predmeta / Lecturer:

doc. dr. Tamara Besednjak Valič / Assist. Prof. Tamara Besednjak Valič, Ph.D

**Jeziki /
Languages:**

**Predavanja /
Lectures:** Slovensko / Slovenian, Angleško / English
Vaje / Tutorial: Slovensko / Slovenian, Angleško / English

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

Ni posebnih pogojev.

Prerequisites:

No special prerequisites.

Vsebina:

- Javni sektor in tretji sektor;
- Obseg javnega sektorja in tretjega sektorja v Sloveniji in svetu;
- Dejavniki velikosti javnega sektorja in optimalna velikost;
- Spreminjanje konteksta menedžmenta javnega in neprofitnega sektorja - trendi in razlike;
- Javni menedžment in neprofitni menedžment;
- Strateški menedžment v javnem in tretjem sektorju;
- Trženje v javnem in tretjem sektorju;
- Konkurenca in sodelovanje v javnem sektorju;
- Vloga informacijske tehnologije v javnem in tretjem sektorju;
- Merjenje uspešnosti v javnem in tretjem sektorju;
- Zagotavljanje kakovosti;
- Tehnike načrtovanja in pridobivanja donacij;
- Razvoj novega javnega menedžmenta;
- Učinkovitost novega javnega menedžmenta;
- Novi javni menedžment v Sloveniji in v svetu;
- Interni marketing v javnem in neprofitnem sektorju.

Content (Syllabus outline):

- The public sector and third sector;
- The extent of the public sector and third sector in Slovenia and in the world;
- Factors of the size of the public sector and the optimal size;
- The changing of the context of management in the public and non-profit sector – trends and differences;
- Public management and non-profit management;
- Strategic management in the public and third sector;
- Marketing in the public and third sector;
- Concurrence and collaboration in the public sector;
- The role of information technology in public and third sectors
- Measurement of the success in the public and third sector;
- Ensuring the quality;
- Techniques of planning and obtaining grants;
- Development of new public management;
- The effectiveness of new public management;
- New public management in Slovenia and abroad;
- Internal marketing in the public and non-profit sector.

Temeljni literatura in viri / Readings:

- McNabb, David E. (2015): *Research method in Public Administration and Nonprofitmanagement, third edition*. London & New York: Routledge.
- Bryson, J.H. (2018): *Strategic planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. 5th edition. Wiley.
- Gričar S. (2018) *Menedžment javnega sektorja*. Novo mesto (Elektronski vir: https://www.uni-nm.net/publikacije/2018/sg_mjs/index.html#p=1).
- Mesec, B. (2006): *Življenjski cikel neprofitne organizacije*. Ljubljana: Fakulteta za socialno delo.
- Adam, Frane, Hafner, Ana, Podmenik, Dane, Podmenik, Darka, Lamut, Urša, Rončević, Borut, VOJVODIĆ, Ana. (2010). *Inovativna jedra v regionalnem razvoju*. Ljubljana: Vega.
- Trunk, Širca N., Tavčar, M. I. (1998). *Management nepridobitnih organizacij*. Koper: Visoka šola za management.
- Makarovič, M., Rončević, B. (2009). *Managing interethnic relations : Social systems perspective*. Moscow: Variant Publishing House.

- Anheir, H.K. (2005): *Nonprofit Organisations Theory, Management, Policy*. London and New York: Routledge.
- Pavel, I., Štefanič, P. (2005). *Socialno podjetje, od ideje k praksi*. Ljubljana: Šent.

Cilji in kompetence:

- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo);
- organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno –etičnih vprašanj;
- organizacijske in vodstvene spretnosti za organiziranje aktivnega in samostojnega dela;
- komuniciranje s strokovnjaki iz različnih področij gospodarskega in družbenega življenja ter z različnimi interesnimi skupinami;
- razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje;
- načrtovanje in obvladovanje sprememb ob oblikovanju celovite ocene stanja v organizaciji ali družbenem okolju z upoštevanjem različnih dejavnikov;
- poznavanje in razumevanje procesov v poslovnem okolju organizacije in sposobnost za njihovo analizo, sintezo in predvidevanje rešitev ter njihovih posledic;
- organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno–etičnih vprašanj;
- razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje;

Objectives and competences:

- ability to recognise and exploit opportunities provided in the working and social environment and manifest themselves as entrepreneurial spirit and active citizenship;
- organisational and leadership skills in the organisations combined with the understanding of individual values and group value systems, while comprehending the professional-ethical issues;
- organisational and leadership skills to organise active and independent work;
- communication with the experts from various fields of economic and social life as well as with various interest groups;
- understanding of the relations between individuals, organisations and social environment, the ability of complex systems thinking and action;
- planning and controlling changes while forming a holistic evaluation of the situation in the organisation or social environment while considering a variety of factors;
- knowledge and understanding of the processes in the business environment of the organization and its capacity for analysis, synthesis and forecasting solutions and their consequences;
- organisational and leadership skills in the organisations combined with the understanding of individual values and group value systems, while comprehending the professional-ethical issues;
- understanding of the relations between individuals, organisations and social environment, the ability of complex systems thinking and action;

- razumevanje odnosov med organizacijo in socialnim okoljem – sistemsko gledanje in delovanje;
- poglobljeno razumevanje odnosa med organizacijo in posameznikom;
- sposobnost fleksibilne uporabe znanja v praksi;
- občutljivost za ljudi in socialno okolje ter razvoj komunikacijskih sposobnosti in spretnosti;
- sposobnost interdisciplinarnega povezovanja različnih strokovnjakov;
- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo);
- sposobnost razvijanja alternativnih rešitev v procesu strateškega načrtovanja;
- sposobnost za izdelavo projekta, ki lahko kandidira za mednarodna sredstva;
- razumevanje ekonomskih vidikov za delovanje neprofitnega sektorja;
- sposobnost vodenja, koordiniranja in načrtovanja poslovnega procesa v neprofitni organizaciji;
- sposobnost upravljanja človeških virov;
- komuniciranje s strokovnjaki iz različnih področij gospodarskega in družbenega življenja ter z različnimi interesnimi skupinami.

- understanding the relations between the organisation and its social environment – systemic perspective on action;
- in-depth understanding of the relation between the organisation and the individual
- the ability of the flexible use of knowledge in practice;
- sensitivity to people and social environment and the development of communication abilities and skills;
- the ability of interdisciplinary integration of the different experts;
- ability to recognise and exploit opportunities provided in the working and social environment and manifest themselves as entrepreneurial spirit and active citizenship;
- the ability to develop alternative solutions in the process of strategic planning;
- the ability to produce a project that can run for international funding;
- understanding of the economic aspects of the functioning of the non-profit sector;
- the ability to lead, co-ordinate and plan a business process in non-profit organisation;
- human resources management ability;
- communication with the experts from various fields of economic and social life as well as with various interest groups.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent/študentka:

- pozna in razume ključne razlike med zasebnim, javnim in tretjim sektorjem;
- pozna in ovrednoti pomen posameznih dejavnikov velikosti javnega in tretjega sektorja;
- pozna, razume in ovrednoti vpliv kontekstualnih dejavnikov na menedžment v organizacijah javnega in tretjega sektorja;

Intended learning outcomes:

Knowledge and understanding:

The student:

- knows and understand the key differences between the personal, public and third sector;
- knows and evaluates the meaning of separate scale factors of the public and third sector;
- knows, understands and evaluates the influence of contextual factors on the management of organizations of the public and third sector;

- na primeru organizacij javnega in tretjega sektorja uporabi osnovne metode strateškega menedžmenta;
- na primeru organizacij tretjega sektorja uporabi osnovne metode trženja;
- pozna in uporabi osnovne metode merjenja uspešnosti v javnem in tretjem sektorju;
- pozna, kritično ovrednoti in uporabi osnovne pristope in predloge v okviru novega javnega menedžmenta;
- pozna in razume oblike sodelovanja javnega in zasebnega sektorja;
- pozna, aktivno spremlja in kritično ovrednoti procese liberalizacije, regulacije in privatizacije javnega sektorja.

- utilizes the methods of strategic management on the example of organizations of the public and third sector;
- utilizes the management basic methods on the example of organizations of the third sector;
- knows and utilizes the basic methods of measuring the success in the public and third sector;
- knows, evaluates critically and utilizes the basic approaches and source material within the new public management;
- knows and understands the forms of collaboration of the public and private sector;
- knows, follows actively and evaluates critically the processes of liberalization, regulation and privatization of the public sector.

Metode poučevanja in učenja:

- Predavanja z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov);
- Vaje na seminarski način (refleksija prebranih besedil in lastnih izkušenj, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije, socialne igre);
- Individualno delo študentov (študij literature);
- Uporaba spletne učilnice oziroma drugih sodobnih IKT orodij;
- Individualne in/ali skupinske konzultacije (diskusija, dodatna razlaga, obravnava specifičnih vprašanj).

Learning and teaching methods:

- Lectures with the active participation by the students (explanation, discussion, questions, cases, problems solving);
- Seminars (reflections of the read texts and own experience, team work, methods of critical thinking, discussions, reporting feedback information, social games);
- Individual work (study of the literature, projects);
- Use of online classroom or other contemporary ICT tools;
- Individual and/or groups consultations (discussion, additional explanation, dealing with specific issues).

Načini ocenjevanja:	Delež (v %) / Weight (in %)	Assessment:
<p>Načini:</p> <ul style="list-style-type: none"> • Izdelava in zagovor projektne naloge • Ustni ali pisni izpit <p>Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.</p>	<p>50%</p> <p>50%</p>	<p>Types:</p> <ul style="list-style-type: none"> • Seminar work with reports on experimental exercises and presentation of the work • Oral or written examination <p>Grading is in accordance with the Faculty's evaluation Ordinance.</p>

Reference nosilca / Lecturer's references:

BESEDNJAK VALIČ, Tamara. Innovation, Digitalisation, and the HPC in the Danube Region. V: RONČEVIĆ, Borut (ur.), COSCODARU, Raluca (ur.), FRIC, Urška (ur.). *Go with the flow: high performance computing and innovations in the Danube region*. London; Budapest; Ljubljana: Vega Press, cop. 2019. Str. 22-46, ilustr. ISBN 978-1-909736-11-5. [COBISS.SI-ID [2048592403](#)].

BESEDNJAK VALIČ, Tamara, MACUR, Mirna. Gambling policies in Slovenia: financing tourism infrastructure, sports and designated non-governmental organisations. V: EGERER, Michael (ur.), MARIONNEAU, Virve (ur.), NIKKINEN, Janne (ur.). *Gambling policies in European welfare states: current challenges and future prospects*. Cham: Palgrave Macmillan, cop. 2018. Str. 119-133, ilustr. Work and welfare in Europe. ISBN 978-3-319-90619-5. [COBISS.SI-ID [1024272174](#)], [WoS do 13. 1. 2019: št. citatov (TC): 0, čistih citatov (CI): 0].

BESEDNJAK VALIČ, Tamara. Putting ethical issues of tourism industry in socio/economic perspective, the Slovenian case of Goriška region. *Innovative issues and approaches in social sciences*. 2011, vol. 4, no. 1, str. 45-67. ISSN 1855-0541. <http://www.iiass.com/pdf/IIASS-Volume4-Number1-2011.pdf>. [COBISS.SI-ID [1024220481](#)].

RONČEVIĆ, Borut, ŠUŠTERŠIČ, Janez, WOSTNER, Peter, BESEDNJAK VALIČ, Tamara. Quo vadis Slovenia? Between framework conditions and internal capabilities. *Managing global transitions: international research journal*. [Tiskana izd.]. Winter 2010, vol. 8, no. 4, str. 353-380, ilustr., tabele. ISSN 1581-6311. http://www.fm-kp.si/zalozba/ISSN/1581-6311/8_353-380.pdf. [COBISS.SI-ID [3832791](#)].

BESEDNJAK VALIČ, Tamara. Work with youth in four major religious communities in Slovenia. *Research in social change*. Maj 2009, no. 1, iss. 2, str. 45-60. ISSN 1855-4202. [COBISS.SI-ID [14154034](#)].

BESEDNJAK VALIČ, Tamara. Prekomerno igranje na srečo pri zaposlenih v igralništvu: dejavniki tveganja = Excessive gambling: risk factors for casino employees. *Raziskave in razprave*. 2008, letn. 1, št. 1/3, str. 37-62. ISSN 1855-6280. <http://www.fuds.si/si/node/500>. [COBISS.SI-ID [1024034369](#)].