

## UČNI NAČRT PREDMETA / COURSE SYLLABUS

<b>Predmet:</b>	Sodobni pristopi odločanja in vodenja
<b>Course title:</b>	Contemporary Approaches to Decision Making and Leadership

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Medkulturni menedžment, druga	Program nima smeri	prvi ali drugi	drugi ali četrti
Intercultural Management, second	The programme has no fields	first or second	second or fourth

**Vrsta predmeta / Course type** Izbirni / Elective

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

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	15	0	0	145	6

**Nosilec predmeta / Lecturer:** izr. prof. dr. Simona Kukovič / Assoc. Prof. Simona Kukovič, PhD

**Jeziki / Languages:**

<b>Predavanja / Lectures:</b>	slovensko, angleško / Slovenian, English
<b>Vaje / Tutorial:</b>	slovensko, angleško / Slovenian, English

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

Pogoj za vključitev v delo je vpis v odgovarjajoči letnik študija.

**Prerequisites:**

Enrollment in the corresponding year of the study.

**Vsebina:**

Predmet "Sodobni pristopi odločanja in vodenja" študentom omogoča razumevanje sodobnih konceptov vodenja, pa tudi vpogled v prevladujoče teorije in modele vodenja s poudarkom na procesu sprejemanja odločitev.

Predmet je zasnovan kot preplet teoretskih pristopov in praktičnih vaj, sestavljen iz naslednjih vsebinskih sklopov:

- vodenje: koncept, sestavine, proces;

**Content (Syllabus outline):**

The course "Contemporary Approaches to Decision Making and Leadership" enables students to understand modern concepts of leadership as well as gain insight into prevailing theories and models of leadership with a focus on decision-making processes.

The course is designed as a combination of theoretical approaches and practical exercises and consists of the following content sections:

- Leadership: concept, components, process;

- vodje: značaj, karizma, stili, spol;
- odnos vodje in podrejenih: partnerstvo, modeli vodenja;
- komuniciranje kot osnova vodenja;
- odgovorno vodenje v sodobni organizaciji: zmogljivost in moč;
- proces odločanja: oblikovanje in sprejemanje pravih odločitev;
- vodenje v sodobnem dinamičnem okolju: spremembe v organizaciji;
- vodenje in odločanje v praksi.

- Leaders: character, charisma, styles, gender;
- The relationship between leader and subordinates: partnership, leadership models;
- Communication as the basis of leadership;
- Responsible leadership in modern organisations: capacity and power;
- The process of decision-making: making and implementing the right decisions;
- Leadership in a modern dynamic environment: changes in the organisation;
- Leadership and decision-making in practice.

#### **Temeljni literatura in viri / Readings:**

##### **Obvezna / Compulsory:**

Brezovšek, Marjan, Kukovič, Simona (2014): *Javno vodenje: sodobni izzivi*. Ljubljana: Fakulteta za družbene vede.

Hughes, Mark (2019): *Managing and Leading Organizational Change*. London in New York: Routledge.

Posamezni deli knjig, članki in druga gradiva, ki jih bodo študentje prejeli na srečanjih s strani nosilke predmeta. / Individual parts of books, articles and other materials that students will receive from the course holder at meetings.

##### **Priporočljiva / Recommendable:**

Northouse, Peter G. (2007): *Leadership: Theory and practice*. London: Thousand Oaks; New Delhi: Sage Publications.

Dubrin, Andrew J. (2007): *Leadership: Research Findings, Practice, and Skills*. Boston, New York: Houghton Mifflin Company.

Dodatna literatura bo določena s strani nosilke vsako leto izvajanja predmeta. / Additional literature will be determined by the course holder each year of the course.

**Cilji in kompetence:**

Cilji predmeta vključujejo osvojitve znanja, veščin in izkušenj, ki jih (lahko) zaposleni v različnih organizacijah in institucijah neposredno uporabljajo v svojem zahtevnem in spreminjajočem se delovnem okolju. Predmet pripravlja študente za prevzem vodilnih in vodstvenih mest.

**Splošne kompetence:**

- poznavanje in razumevanje kulturnih in družbenih procesov in sposobnost njihove kompleksne analize;
- sposobnost oblikovanja izvirnih idej, konceptov in rešitev določenih problemov;
- razvoj komunikacijskih sposobnosti in spretnosti za komuniciranje z različnimi okolji;
- sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima in skupine;
- sposobnost vodenja, koordiniranja in načrtovanja poslovnega procesa;
- sposobnost uporabe relevantnih domačih in mednarodnih virov, uporabe elektronskih virov in kritične analize relevantne literature;
- sposobnost razumevanja in razvijanja svobodne podjetniške pobude;
- razvoj znanja, veščin in stališč za vseživljenjsko učenje;
- spodbujanje razvoja obveščenih in aktivnih državljanov;
- sposobnost učenja na osnovi relevantnih virov z različnih področij teorije in prakse.

**Objectives and competences:**

The objectives of the course include providing knowledge, skills, and experience that can be directly utilized by professionals in various organizations and institutions in their challenging and changing work environment. The course prepares students for positions of leadership.

**General competences:**

- The knowledge and understanding of cultural and social processes and the ability to perform their complex analyses;
- The ability to formulate original ideas, concepts and solutions to specific problems;
- Development of communication skills and abilities for communicating with various environments;
- The ability of teamwork, i.e. the willingness to cooperate, taking the opinions of others into account and fulfilling the agreed roles within the team and the group; the ability to initiate strategies, and to transform strategies into projects;
- The ability to lead, coordinate and plan a business process;
- The ability to use relevant national and international sources, to use electronic resources, and to critically analyse relevant literature;
- The ability to understand and develop free entrepreneurship initiatives;
- Development of knowledge, skills and attitudes for lifelong learning;
- The promotion of the development of informed and active citizens;

**Predmetno-specifične kompetence:**

- uporaba in kombiniranje znanj za različnih disciplinarnih področij;
- razumevanje različnih teoretskih pristopov in njihova uporaba pri reševanju konkretnih problemov;
- sposobnost navezovanja stikov v večkulturnem okolju in komuniciranja z akterji iz različnih kulturnih okolij;
- razumevanje odnosov med posamezniki in skupinami v različnih kulturnih okoljih;
- organizacijske in vodstvene spretnosti za usmerjanje dela v večkulturnem okolju;
- organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno etičnih vprašanj;
- sposobnost za upravljanje s časom, za samopripravo in načrtovanje ter samokontrolo izvajanja načrtov.

- The ability to learn on the basis of relevant sources from various fields of theory and practice.

**Subject-specific competences:**

- Applying and combining knowledge from various disciplines;
- Understanding various theoretical approaches and their application in solving specific problems;
- The ability to make connections in a multicultural environment and communicate with actors from different cultural environments;
- Understanding relationships between individuals and groups in different cultural environments;
- Organizational and leadership skills to guide activities in a multicultural environment;
- Organizational and management skills in organizations, while understanding individual values and collective value systems, while managing professional ethical issues;
- time management ability, self-preparation, planning ability, and the ability of self-control in the implementation of plans.

**Predvideni študijski rezultati:**

Študenti bodo pridobili kontekstualna in praktična znanja, povezana s procesi vodenja in odločanja.

Študenti bodo sposobni:

- analizirati vzorce, učinke in perspektive vodenja v organizaciji;
- uporabiti različne tehnike, modele in pristope vodenja, ki so primerni za specifične situacije v organizaciji;

**Intended learning outcomes:**

Students will acquire theoretical and practical knowledge related to the leadership and decision-making processes.

Students will be able to:

- Analyze patterns, effects and prospects of leadership in organisation;
- Apply different techniques, models and leadership approaches appropriate to particular situations in the organisation;

- razviti lastne sposobnosti in veščine vodenja na podlagi osebnostnih lastnosti;
- jasno komunicirati v skupini, vključno z delegiranjem nalog;
- uporabljati veščine v procesu odločanja;
- predvideti različne situacije v okolju organizacije in prilagoditi vodenje;
- vključevati nove veščine in načine vodenja v organizacijo.

- Develop own skills and leadership qualities based on personality traits;
- Communicate clearly in the group, including when delegating tasks;
- Use skills in the decision-making process;
- Anticipate different situations in the organisation's environment and adapt leadership;
- Bring new skills and leadership methods to the organisation.

#### **Metode poučevanja in učenja:**

- predavanja z aktivno udeležbo študentov (razlaga, razgovor, diskusija, vprašanja, proučevanje primerov);
- vključevanje gostov iz prakse;
- seminarske vaje (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije, nastop in predstavitve študentov, reševanje nalog, igra vlog);
- individualne in skupinske konzultacije (diskusija, dodatna razlaga, obravnava specifičnih vprašanj);
- samostojen študij (delo z besedilom, motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje);
- uporaba spletne učilnice oziroma drugih sodobnih IKT orodij.

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

- Lectures with active participation of students (explanation, conversation, discussion, questions, case studies);
- Guest lectures;
- Tutorials (reflection on experience, project work, teamwork, critical thinking, discussion, feedback, presentations, solving exercises, roleplay);
- Individual and group consultations (discussions, additional explanation, specific questions);
- Individual study (working with texts, motivation, guidance, self-observation, self-regulation, reflection, self-evaluation);
- Use of online classroom or other contemporary ICT tools.

Načini ocenjevanja:	Delež (v %) / Weight (in %)	Assessment:
<p><i>Način A: Opravljanje obveznosti s sprotnim delom</i> Aktivna udeležba na srečanjih z opravljanjem nalog; krajši preizkus znanja.</p> <p>ali</p>	100 %	<p><i>Type A: Fulfilment of obligations at sessions</i> Active participation in meetings by completing tasks; short test.</p> <p>or</p>
<p><i>Način B: Izpit</i> Pisni izpit esejskega tipa.</p> <p>Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.</p>	100 %	<p><i>Type B: Exam</i> Essay-type written exam.</p> <p>Grading scale - in accordance with the Rules of examination and evaluation of knowledge.</p>

#### Reference nosilca / Lecturer's references:

- Brezovšek, Marjan, Kukovič, Simona (2014): *Javno vodenje: sodobni izzivi*. 1. natis. Ljubljana: Fakulteta za družbene vede.
- Kukovič, Simona (2015): *Lokalno politično vodenje: slovenski župani v primerjalni perspektivi*. 1. natis. Ljubljana: Fakulteta za družbene vede.
- Kukovič, Simona Haček, Miro (2018): *Lokalno politično vodenje: glas svetnikov*. Ljubljana: Fakulteta za družbene vede.
- Kukovič, Simona Haček, Miro (2020): *Lokalno vodenje: med politiko in upravo*. Ljubljana: Fakulteta za družbene vede, Založba FDV.
- Kukovič, Simona (2023): Women in Slovenian local politics: female mayors 1994–2022. *Journal of comparative politics*, vol. 16, no. 2, str. 86-100.
- Kukovič, Simona (2018): Unique type of Slovenian local leaders: where executive mayors have Mediterranean strength. *Studia politica: Romanian political science review*, vol. 18, no. 2, str. 173-192.
- Kukovič, Simona (2017): How to lead a locality: evidence from local political leaders in Slovenia. *Croatian and Comparative Public Administration*, vol. 17, no. 2, str. 167-187.
- Kukovič, Simona (2021): Rethinking local political leadership. V: STARE, Janez (ur.), PEČARIČ, Mirko (ur.). *The science of public administration*. Ljubljana: Faculty of Public Administration, Str. 209-225.

Kukovič, Simona (2016): Public leadership in future: Leading without leaders?. V: WASLEKAR, Sundeep (ur.). *Big questions of our time : the world speaks*. Mumbai: Strategic Foresight Group, cop.

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