



### UČNI NAČRT PREDMETA / COURSE SYLLABUS

<b>Predmet:</b>	Menedžment človeških virov
<b>Course title:</b>	Human resources management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Mednarodno poslovanje 1. st VS	Mednarodno poslovanje s tujimi jeziki / International business with foreign languages Mednarodno poslovanje s trajnostnim razvojem / International business with sustainability Mednarodno poslovanje in javna uprava / International business and public administration	3	5, 6

<b>Vrsta predmeta Course type</b>	Obvezni/obligatory
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<b>Univerzitetna koda predmeta University course code</b>	<b>B-3-HRM</b>
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Predavanja Lectures	Seminar Seminar	Sem. vaje Tutorial	Kontaktne ure skupaj Total contact hours	Samostojno delo Individual hours	Kontaktne in individualne ure skupaj (total)	ECTS
60		80	140	140	280	10

<b>Nosilec predmeta / Lecturer:</b>	red. prof. dr. Maja Meško
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<b>Jeziki</b>	<b>Languages</b>
Predavanja/vaje: slovenski, angleški	Lectures/tutorial: Slovene, English

<b>Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:</b>	<b>Prerequisites:</b>
Opravljen seminar	Completed seminar paper

<b>Vsebina:</b>	<b>Contents (Syllabus outline):</b>
<ul style="list-style-type: none"> <li>- Temeljni pojmi s področja organizacije in človeških virov.</li> <li>- Strateški pomen človeških virov.</li> <li>- Načrtovanje delovnega procesa in principi učinkovite kadrovske politike.</li> <li>- Zagotavljanje kadrov z ustreznimi znanji in veščinami na pravih delovnih mestih (planiranje, pridobivanje, izbor, zaposlovanje, uvajanje, razporejanje kadrov).</li> <li>- Zagotavljanje najustreznejših oblik in pogojev za opravljanje dela (analiziranje dela in določanje lastnosti delavcev, oblikovanje dela in kakovost delovnega življenja).</li> <li>- Razvoj človeških virov v skladu s strategijo organizacije in usposabljanje (planiranje razvoja in kariere v skladu s strateškim razvojem organizacije, kompetence in osebni razvoj, razvoj menedžerskega kadra, iskanje in usposabljanje perspektivnih kadrov).</li> <li>- Organizacijska kultura in medsebojni odnosi.</li> <li>- Povezanost rezultatov dela in nagrajevanja ter motivacijske strategije.</li> <li>- Učenje, izobraževanje in usposabljanje.</li> <li>- HRM v mednarodnem okolju – stanje in trendi (nove organizacije, oblike, procesi, dela, psihološke pogodbe, fleksibilnost v zaposlovanju).</li> <li>- HRM kot osrednja poslovna funkcija: izziv ali grožnja prihodnosti.</li> </ul>	<ul style="list-style-type: none"> <li>- Basic concepts in the field of organization and human resources.</li> <li>- Strategic importance of human resources.</li> <li>- Planning of the working processes and principles of efficient HR policy.</li> <li>- Assuring the employees with proper knowledge and skills for the job (planning, acquiring, selection, employment, introduction, placement).</li> <li>- Assuring the optimal working conditions (job analysis and characteristics of people, job design and quality of working life).</li> <li>- HR development in line with organizational strategy and training (planning HR development and career development, competences and personal development, development of managerial staff, searching and training of perspective personnel).</li> <li>- Organizational culture and interpersonal relations.</li> <li>- Job appraisal, reward system and motivation strategies.</li> <li>- Learning, education and training.</li> <li>- HRM in international environment – present situation and trends (new organizational design, processes, jobs, psychological agreement, employment flexibility).</li> <li>- HRM as a central business function: a challenge or threat for future.</li> </ul>

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

*Armstrong, M., & Taylor, S. (2019). Armstrong's handbook of human resource management practice. Kogan Page Publishers.*

Izvajalci predmeta bodo sproti pripravljali učna gradiva, ki bodo prilagojena potrebam učnega načrta, programa, stroke in možnosti zaposlitve.

Lecturers will continuously prepare textbooks adapted to the needs of the syllabus, programme, field of activity and employment possibilities.



<b>Cilji in kompetence:</b>	<b>Objectives and competences:</b>
Cilj predmeta je usposobiti študente za razumevanje najnovejših teorij in prijemov na področju HRM, za razumevanje povezav med uspešnostjo organizacije in človeškimi viri, kako ta znanja prenašati v praktično delo v domačih in tujih organizacijah ter kako oblikovati organizacijsko kulturo usmerjenosti v človeka in njegove zmožnosti kot ustvarjalca dodane vrednosti.	Objectives of the course are to teach students to understand contemporary theories and practice in the area of HRM, to understand relation between a successful organization and human resources, how to transfer this knowledge in practice in Slovene and foreign organizations and how to design organizational culture towards human resources and their abilities to create the added value.

<b>Predvideni študijski rezultati:</b>	<b>Intended learning outcomes:</b>
<p>Znanje in razumevanje:</p> <p><u>Po zaključku tega predmeta bo študent sposoben:</u></p> <ul style="list-style-type: none"><li>- razumeti osnovne pojme s področja ravnanja s človeškimi viri</li><li>- razumeti pomen kadrov in kadrovske funkcije v podjetju</li><li>- načrtovati, iskati in izbirati kadre</li><li>- razvijati kompetence zaposlenih</li><li>- uporabljati različne načine za razvoj dobrih odnosov v podjetju</li><li>- motivirati zaposlene za boljše delo in lastni razvoj</li><li>- preučiti trende in nove pristope v HRM v mednarodnem okolju</li><li>- razmisliti o izzivih in priložnostih, ki jih prinaša HRM kot osrednja funkcija</li></ul> <p><u>Prenosljive / ključne spretnosti in drugi atributi:</u></p> <ul style="list-style-type: none"><li>- zmožnost analize problemov in systemskega razmišljanja</li><li>- komunikacijske spretnosti</li></ul>	<p>Knowledge and understanding:</p> <p><u>On completion of the course students will be able to:</u></p> <ul style="list-style-type: none"><li>- understand fundamentals of HRM</li><li>- understand the importance of personnel and its function in the company</li><li>- plan, search and select personnel</li><li>- develop employees' competences</li><li>- use different ways for development of good relationships in the company</li><li>- motivate the employees for better work and their own development</li><li>- study trends and new approaches in HRM in the international environment</li><li>- consider the challenges and opportunities brought by HRM as a central function</li></ul> <p><u>Transferable / Key skills and other attributes:</u></p> <ul style="list-style-type: none"><li>- ability to analyze problems and systems thinking</li><li>- communication skills</li><li>- ability to use theoretical knowledge in</li></ul>



- sposobnost za uporabo teoretičnega znanja v praksi	practice
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<b>Metode poučevanja in učenja:</b>	<b>Learning and teaching methods:</b>
- predavanja, AV predstavitve, praktični primeri, aktivno skupinsko delo	- lectures, AV presentations, case studies, team work with active participation

<b>Načini ocenjevanja:</b>	<b>Delež (v %)</b> Weight (in %)	<b>Assessment:</b>
- seminarska naloga	30 %	- seminar paper
- pisni izpit	60%	- written examination
- aktivno delo na predavanjih	10 %	- active coursework

<b>Reference nosilca / Lecturer's references:</b>
ROBLEK, Vasja, DIMOVSKI, Vlado, JOVANOVIČ OBLAK, Kristjan, MEŠKO, Maja, PETERLIN, Judita. Leadership and managerial challenges to ensure agile management as a method to enable business success : a Delphi study of the Slovenian health organisations. <i>Measuring business excellence</i> . 2024, vol. 24, iss. 1, str. 39-51. ISSN 1368-3047. <a href="https://repozitorij.uni-lj.si/IzpisGradiva.php?id=154724">https://repozitorij.uni-lj.si/IzpisGradiva.php?id=154724</a> , DOI: <a href="https://doi.org/10.1108/MBE-09-2023-0122">10.1108/MBE-09-2023-0122</a> . [COBISS.SI-ID <a href="https://www.cobiss.si/id/171473923">171473923</a> ]
GOŠNIK, Dušan, MEŠKO, Maja, STUBELJ, Igor. The relationship between leadership in BPM and company profitability. <i>Administrative sciences</i> . 2023, vol. 13, iss. 3, str. 1-14, ilustr. ISSN 2076-3387. <a href="https://www.mdpi.com/2076-3387/13/3/77">https://www.mdpi.com/2076-3387/13/3/77</a> , DOI: <a href="https://doi.org/10.3390/admsci13030077">10.3390/admsci13030077</a> . [COBISS.SI-ID <a href="https://www.cobiss.si/id/144500227">144500227</a> ]
SYLEJMANI, Mimoza, MEŠKO, Maja. Challenges in human resource management for employee retention in private companies : case study of the private sector in the Republic of Kosovo, Pristina. V: ARSLANBAS, Selman (ur.). <i>ECLSS23 ANTALYA : 16th Eurasian Conference on Language and Social Sciences (ECLSS2023b) : abstract book : bildri özetleri kitabı : 20 - 22 October 2023 : Antalya, Turkey</i> . 16th Eurasian Conference on Language and Social Sciences (ECLSS2023b), 20 - 22 October 2023, Antalya, Turkey. Pendik, Istanbul (Turkey): International Organization Center of Academic Research, cop. 2023. Str. 21. ISBN 978-605-71963-8-5. <a href="https://eclss.org/publicationsfordoi/ECLSS16_Abstrakti_Antlya_EcLs2023_final.pdf">https://eclss.org/publicationsfordoi/ECLSS16_Abstrakti_Antlya_EcLs2023_final.pdf</a> . [COBISS.SI-ID <a href="https://www.cobiss.si/id/170557443">170557443</a> ]
ŠIROK, Klemen, MEŠKO, Maja, BERTONCEL, Tine. Prihodnost HRM z vidika procesa kadrovanja. <i>HR&amp;M : strokovna revija za področje razvoja organizacij in vodenja ljudi pri delu</i> . [Tiskana izd.]. jun/jul 2019, letn.5, št.22, str. 6-7. ISSN 2463-9443. [COBISS.SI-ID <a href="https://www.cobiss.si/id/1541316804">1541316804</a> ]