

	UČNI NAČRT PREDMETA/COURSE SYLLABUS
Predmet	Razvoj človeških virov
Course title	<i>Human Resources Development</i>

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Vzgoja in menedžment v zdravstvu/2. stopnja	Ni smeri študija	2. letnik	3.
<i>Education and Management in Health Care / 2nd Cycle</i>	No study field	2 nd year	3 rd

Vrsta predmeta/Course type izbirni / elective

Univerzitetna koda predmeta/University course code VMZ2 IP UN 4

Predavanja	Seminar	Sem. vaje	Lab. vaje	Teren. vaje	Samost. delo	ECTS
Lectures	Seminar	Tutorial	Laboratory work	Field work	Individ. work	
25		30			155	7

Nosilec predmeta/Lecturer: prof. dr. Jasmina Starc

Jeziki/ Languages: **Predavanja/Lectures:** slovenski/Slovenian
Vaje/Tutorial: slovenski/Slovenian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
<ul style="list-style-type: none"> Vpis v drugi letnik študijskega programa. Študent mora pred izpitom pripraviti in predstaviti ter zagovarjati projektno/raziskovalno nalogo. 	<ul style="list-style-type: none"> A prerequisite for inclusion is enrolment in the second year of study. Student has to prepare, present and defend a project/research paper before the exam.

Vsebina:	Content (Syllabus outline):
<ul style="list-style-type: none"> Pomen menedžmenta človeških virov. Menedžment človeških virov in pridobivanje konkurenčnih prednosti. Strateški menedžment človeških virov. Strategija človeških virov. Človeške zmožnosti in njihov pomen. Teorije osebnosti človeka. Človeške zmožnosti. Načini ugotavljanja človeških zmožnosti. Dejavniki, ki vplivajo na ravnanje z ljudmi pri delu. 	<ul style="list-style-type: none"> The importance of human resource management. Management of human resources and gaining competitive advantages. Strategic human resource management, Strategy of human resources. Human capabilities and their importance. Theories of human personality. Human capabilities. Manners of defining human capabilities. Factors that influence human resource management.

<ul style="list-style-type: none"> • Človeški viri v organizaciji. Načrtovanje in izbira človeških virov. Razvoj in usposabljanje zaposlenih. Vloga in pomen permanentnega izobraževanja. Organizacija prenosa znanja v delovnem okolju. Motivacija v delovnem okolju. Motivacijski modeli in njihova uporaba. Vloga in pomen timskega dela. Letni delovni pogovori med vodjo in sodelavci. Odkrivanje talentov in poslovnih potencialov v organizaciji. Profesionalna orientacija. Planiranje kariere. Ugotavljanje in ocenjevanje delavčeve uspešnosti. • Nagrade in ugodnosti pri delu. Učinkovitost načrta sistema nagrajevanja. • Fluktuacija. Absentizem. Migracija. • Organizacijska kultura in organizacijska klima. • Vzdrževanje človeških zmognosti. Delovni pogoji. Stres. Poklicno zdravje in varnost. • Mobing. Vertikalni mobing. Horizontalni mobing. Vrste mobinga: bullying, bossing, staffing. Prepoznavanje mobinga. Humanizacija dela. • Reševanje problemov na delovnem mestu. • Ravnanje z ljudmi pri delu v Evropski skupnosti. • Ravnanje z ljudmi pri delu v prihodnosti. Vpliv Evropske skupnosti in tržnih vplivov na posamezne segmente ravnanja z ljudmi pri delu v bodoče. 	<ul style="list-style-type: none"> • Human resources in the organisation. Planning and selection of human resources. Development and training of the employees. The role and meaning of permanent education. Organising the knowledge transfer in the working environment. Motivation in the working environment. Motivational models and their application. The role and importance of teamwork. Annual work discussions between the leader and employees. Detection of talents and management potentials within the organisation. Professional orientation. Career planning. Assessment and evaluation of the employee's performance. • Rewards and benefits at work. Effectiveness of the reward system. • Employee fluctuation. Absenteeism. Migration. • Organisational culture and organisational climate. • Maintenance of human capabilities. Working conditions. Stress. Occupational health and safety. • Mobbing. Vertical mobbing. Horizontal mobbing. Types of mobbing: bullying, bossing, staffing. Recognition of mobbing. Humanisation of work. • Solving problems in the workplace. • Human resource management in the European Community. • Human resource management in the future. The impact of the European Community and market impacts on the individual segments of human resource management in the future.
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Temeljna literatura in viri/Readings:

<ul style="list-style-type: none"> • Možina, S. et al. (2002). Management kadrovskih virov. Ljubljana: Fakulteta za družbene vede. • Torrington, D. et al. (2005). Human resource management. London: Prentice Hall. • Svetlik, I. et al. (2009). Menedžment človeških virov. Ljubljana: Fakulteta za družbene vede.

Cilji in kompetence:

Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:

- fleksibilna uporaba znanja v praksi,
- avtonomnost, (samo)kritičnost, (samo)refleksivnost, samoevalviranje in prizadevanje za kakovost v medsebojnih odnosih v delovni organizaciji,
- občutljivost/odprtost za ljudi in socialne situacije v domačem in mednarodnem okolju,
- etična refleksija in zavezanost profesionalni etiki v poslovnem okolju, spoštovanje nediskriminatornosti in multikulturalnosti v organizaciji in njenem (mednarodnem) okolju,
- poznavanje in razumevanje razvojnih teženj, razlik in potreb posameznika,
- organizacijske in vodstvene spretnosti v podjetjih in zavodih, mentorstvo študentom in pripravnikom,
- organiziranje aktivnega in samostojnega dela, usposabljanje zaposlenih za samoizobraževanje,
- usposobljenost za preverjanje in ocenjevanje dosežkov zaposlenih ter oblikovanje povratnih informacij,
- zmožnost vzpostavljanja in vzdrževanja partnerskega odnosa s sodelavci, z delodajalcem in drugimi uporabniki oz. skupinami (lokalna skupnost, svetovalne službe, gospodarstvo ipd.) ter zmožnost strpnega dialoga,
- poznavanje in razumevanje teoretičnih osnov svetovalnega dela (prenosa znanja), obvladovanje postopkov in principov svetovalnega dela ter načrtovanje in obvladovanje sprememb,
- oblikovanje celovite ocene potreb posameznika oz. skupine, njihovih močnih in šibkih področij ob upoštevanju okoljskih dejavnikov

Objectives and competences:

The learning unit mainly contributes to the development of the following general and specific competences:

- flexible use of knowledge in practice,
- autonomy, (self-)criticism, (self-)reflexivity, self-evaluation and striving for quality in mutual relations in the working organisation,
- sensitivity/openness to the people and social situations in domestic and international environment,
- ethical reflection and commitment to professional ethics in the business environment, respecting non-discrimination and multiculturalism in the organisation and its (international) environment,
- knowing and understanding of development trends, individual differences and needs,
- organisational and leadership skills in enterprises and institutions, mentoring students and trainees,
- organising active and independent work, training employees for self-education,
- the ability to check and evaluate the employees' achievements and giving feedback,
- the ability of setting up and maintaining a partnership relationship with co-workers, employers and other users or groups (local community, advisory services, economy, etc.) and the ability of a tolerant dialogue,
- knowing and understanding the theoretical bases of advisory work (knowledge transfer), managing practices and principles of advising, planning and managing changes;
- developing a comprehensive assessment of the individual or group needs, their strong and weak areas, while considering environmental factors (physical, social, cultural) with the

(fizičnih, socialnih, kulturnih) z ustreznimi postopki in instrumenti.	appropriate procedures and instruments.
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Predvideni študijski rezultati:

Intended learning outcomes:

<p><i>Študent/študentka:</i></p> <ul style="list-style-type: none"> • se seznanjajo s pomenom vključevanja človeških zmognosti v načrtovanje in izvajanje poslovnih odločitev, • pozna in razume vlogo in pomen strategije ravnanja z ljudmi v zdravstveni organizaciji, • spozna razsežnosti ravnanja z ljudmi v organizaciji in nekatere modele ravnanja z ljudmi, • reflektira in kritično ovrednoti različne možnosti pravilnega ravnanja z ljudmi, • seznanjajo se s pomenom in možnostmi načrtovanja, razvoja, usposabljanja, nagrajevanja človeških virov, planiranjem kariere, delovnimi pogoji, vrednotenjem in nagrajevanjem delovne uspešnosti, • reflektira in kritično ovrednoti različne (lastne in opazovane) izkušnje o razsežnostih ravnanja z ljudmi v organizaciji, • pozna in razume pomen timskega dela, organizacijske kulture in klime, uspešnega reševanja problemov za uspešno opravljanje dela in nalog zaposlenih, • oblikuje miselno shemo, s katero bo lahko uspešno prilagajal ravnanje z ljudmi pri delu vsem hitro spreminjajočim se razmeram na trgu, • pozna in razume umeščenost svojega strokovnega področja v širše družbene, kulturne in vrednostne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven in profiliran odnos do sveta. 	<p><i>Students:</i></p> <ul style="list-style-type: none"> • get familiar with the importance of integrating human potential in the planning and implementation of business decisions, • know and understand the role and importance of human resource management strategies in healthcare organisations, • recognize the dimensions of human resources management and some models of human resources management; • reflect on and critically evaluate various options of proper human resources management, • get familiar with the importance and possibilities of planning, developing, training, rewarding human resources, career planning, working conditions, evaluating and rewarding the job performance, • reflect on and critically evaluate different (and own) observations of the extensive experiences of human resources management in a healthcare organisations, • know and understand the importance of teamwork, organisational culture and atmosphere, successful problem solving for the effective performance of functions and duties of employees, • develop a mental scheme, which can be used to successfully adapt the human resource management to the quickly changing market conditions; • know and understand how their area of expertise fits into the broader social, cultural and value contexts and by reflecting these contexts, develop intellectually active and shaped relationship to the world.
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Metode poučevanja in učenja:**Learning and teaching methods:**

<ul style="list-style-type: none"> • <i>predavanja</i> z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov), • <i>seminarske vaje</i>: priprava, predstavitev in uspešen zagovor projektne/raziskovalne naloge, • <i>konzultacije</i>. 	<ul style="list-style-type: none"> • <i>lectures</i> with active student participation (explanation, discussion, questions, examples, problem solving); • <i>tutorial</i>: preparation, presentation and a successful defence of a project/research paper, • <i>consultations</i>.
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Načini ocenjevanja:

Delež (v %)

Weight (in %)

Assessment:

Načini: <ul style="list-style-type: none"> • izpit • izdelava, predstavitev in zagovor projektne/raziskovalne naloge 	50 % 50 %	Types: <ul style="list-style-type: none"> • exam • preparation, presentation and defence of the project/research paper
Ocenjevalna lestvica: ECTS.		Grading scheme: ECTS.