



UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Vodenje v javni upravi
Course title:	Leadership in Public Administration

Študijski program in stopnja	Študijska smer	Letnik	Semester
Study programme and level	Study field	Academic year	Semester
Javna uprava – 1.stopnja		2	3
Public Administration – 1 st degree		2	3

Vrsta predmeta / Course type:	obvezni / compulsory
Koda predmeta / Course code:	

Predavanja	Seminar	Sem. vaje	Lab. vaje	Teren. vaje	Samost. delo	ECTS
Lectures	Seminar	Tutorial	Laboratory work	Field work	Individual work	
40	0	20	0	0	115	7

Študijska obremenitev študenta – skupaj/Student workload – total:

Nosilec predmeta / Lecturer:	prof. dr. Simona Kukovič / prof. dr. Simona Kukovič
Jeziki/Languages:	slovenski / Slovenian
Lectures:	slovenski / Slovenian
Vaje / Tutorial:	

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

Prerequisites:

Pogoj za vključitev v delo je vpis v letnik študija. Priporočeno je poznavanje osnov sistema javne uprave. Vsaj 80% prisotnost na predavanjih.

Students are allowed to participate in the course provided that they have completed the enrolment procedure. Basic knowledge of public administration system is recommended. At least 80% attendance at lectures.

Vsebina:

Predmet "Vodenje v javni upravi"
študentom omogoča razumevanje koncepta

Content (Syllabus outline):

The course "Leadership in Public Administration" provides students with the

vodenja, pa tudi vpogled v prevladujoče teorije in modele vodenja s poudarkom na prakse vodenje v javni upravi. Medtem ko splošne teorije vodenja prevladujejo v vseh sektorjih, vodenje javne uprave na splošno in specifičnih institucij javnega sektorja zahteva posebno znanje in razumevanje značilnosti teh institucij.

Predmet *“Vodenje v javni upravi”* je sestavljen iz naslednjih vsebinskih sklopov:

- Evolucija vodenja (korenine vodenja)
- Koncept vodenja (sestavine, proces)
- Vodenje vs menedžment
- Vloga vodenja v javnem sektorju
- Demokracija in vodenje
- Vodje (karizma, stili, vedenje)
- Vodje in podrejeni (sledilci)
- Sodobni pristopi vodenja
- Vodenje in spremembe v organizacijah javnega sektorja
- Zmogljivost, moč in vodenje
- Prihodnji izzivi vodenja v javni upravi

capability to understand what leadership is as well as an insight to prevailing leadership theories and models focusing on leadership practices in public administration. While general leadership theories prevail all the sectors, leading public administration in general and specific institutions within public sector requires special knowledge and understanding of the characteristics of these institutions.

The course *“Leadership in Public Administration”* consists of the following content sets:

- Evolution of leadership (leadership roots)
- Concept of leadership (contents, process)
- Leadership vs management
- The role of leadership in public sector
- Democracy and leadership
- Leaders (charisma, styles, behaviour)
- Leaders and subordinates (followers)
- Contemporary approaches of leadership
- Leadership and change in public sector organizations
- Capacity, power and leadership
- Future challenges of leadership in public administration

Temeljna literatura in viri / Readings:

Obvezna / Compulsory:

Knjige in učbeniki / Books and textbooks:

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

Ostali viri / Other sources:

- Kukovič, Simona. 2016. Public leadership in future: Leading without leaders?. V: Waslekar, S. (ur.). *Big questions of our time: the world speaks*. Mumbai: Strategic Foresight Group, str. 16–17. Dostopno prek: http://strategicforesight.com/publication_pdf/64034BQOT-web.pdf.

Priporočena / Recommended:

- Dubrin, Andrew J. 2007. *Leadership: Research Findings, Practice, and Skills*. Boston, New York: Houghton Mifflin Company.
- Northouse, Peter G. 2007. *Leadership: Theory and practice*. London: Thousand Oaks; New Delhi: Sage Publications.
- Brezovšek, Marjan in Simona Kukovič. 2014. Institucionalni vidiki lokalnega političnega vodenja v Evropi: primerjalna analiza. *Teorija in praksa* 51(6): 1091–1110.

Cilji in kompetence:

Cilji predmeta vključujejo osvojitev znanja, veščin in izkušenj, ki jih (lahko) zaposleni v javnem sektorju neposredno uporabljajo v svojem zahtevnem in spreminjajočem se delovnem okolju. Predmet pripravlja študente za prevzem vodstvenih mest, zlasti v javni službi.

Študentje bodo razvili naslednje **splošne kompetence**:

- podrobno razumevanje raziskav, analitičnih metod in teorij na tematskih področjih javne politike in javne uprave;
- povzemanje in (kritična) ocena visoko specializirane literature s tematskih področij javne politike, javne uprave in vodenja v javnem sektorju;
- sposobnost analize kompleksnih znanstvenih problemov in pravičnega sklepanja z uporabo kvalitativnih in/ali kvantitativnih metod in analiz;

Objectives and competences:

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

Students will develop the following **general competences**:

- detailed understanding of research, analytical methods and theories in the thematic areas of public policy and public administration;
- to summarize and (critically) assess highly specialized literature in the thematic areas of public policy, public administration and public leadership;
- ability to analyse complex scientific problems and to draw correct conclusions by employing qualitative and/or quantitative

- razvoj neodvisnih inovativnih vprašanj raziskovanja ter jasno in prepričljivo sporočanje lastnih idej;
- razvoj, kritična analiza, argumentacija, zapisovanje in izražanje lastnega mnenja;
- uporabljati znanje (pridobljeno v celotnem programu) o procesih znotraj političnih in upravnih institucij ter pristojnostih različnih akterjev za delo s temi institucijami ali znotraj njih;
- razumevanje pomembnosti in vloge vodenja v javni upravi.

Študentje bodo razvili **predmetno-specifične kompetence**:

- povezovanje raziskovanja in prakse ter implementacija v prakso usmerjenih rešitev;
- kritično analiziranje teoretičnih pristopov in njihova uporaba pri političnem in/ali policy razvoju;
- razvoj samostojnosti v postopkih odločanja;
- naučiti se sodelovati v skupini (sposobnost sprejemanja in upoštevanja konstruktivne kritike);
- sodelovanje in vodenje zapletenih političnih in/ali upravnih postopkov odločanja;
- sposobnost analize, sinteze in predvidevanja rešitev in posledic pojavov na področju vodenja;
- sledenje razvoju vodenja;
- znanje vodenja v javnem sektorju.

methods and analyses;

- to develop independently innovative research questions, communicate the own ideas clearly and convincingly;
- to develop, analyse, argumentation, write and express their own opinions;
- to apply the knowledge (acquired throughout the programme) concerning the processes within political and administrative institutions and the competences of different actors, to work with or within these institutions;
- understanding the importance and role of leadership in public administration.

Students will develop the following **subject-specific competences**:

- to connect research and practice and to implement practice-oriented solutions;
- to analyse theoretic approaches critically and apply it to new political and/or policy developments;
- to develop autonomy in decision-making processes;
- to learn how to collaborate and work in the team (the ability to handle and take into consideration constructive criticism);
- to participate in and conduct complex political and/or administrative decision-making procedures;
- the ability to analyse, synthesise and anticipate solutions and

	consequences of phenomena in the field of leadership; ▪ to follow current leadership developments; ▪ to know how to lead in the public sector.
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Predvideni študijski rezultati:

Znanje in razumevanje:

Študenti bodo pri predmetu "Vodenje v javni upravi" pridobili:

- temeljna znanja in veščine s področja vodenja in voditeljstva;
- posebna znanja o specifikah vodenja v javni upravi;
- praktično znanje o javni upravi in upravnih procesih z vidika vodenja.

Predmet je deloma zasnovan kot pregled teoretičnih in evolucijskih konceptov javnega vodenja, ki bo študentov pomagal pri samem razumevanju pojma in vloge javnega vodenja; temeljni poudarek pa je tudi v aplikativni naravnosti predmeta, kar omogoča študentom pridobivanje veščin s področja političnega, upravnega in civilnodružbenega vodenja. Tako teoretična kot praktična znanja, ki jih bodo študenti pridobili, bodo služila kot temelj lastnega dojemanja in kritičnega mišljenja ter evalvacije upravljanja in delovanja različnih uprav, entitet, institucij, organizacij, držav ter nadnacionalnih sistemov.

V sklopu predmeta bo poseben poudarek namenjen vodenju v strukturah javne uprave, kar bo doprineslo k uporabnosti pridobljenih znanj, kompetenc in veščin tudi kasneje v času poklicne kariere

Intended learning outcomes:

Knowledge and understanding:

Students in the course "*Leadership in Public Administration*" will gain:

- basic knowledge and skills in the field of leadership;
- specific knowledge of the specifics of leadership in public administration;
- practical knowledge about public administration and administrative processes from the viewpoint of leadership.

The course is partially designed as a review of theoretical and evolutionary concepts of public leadership that will help students to understand the basic concept and role of public leadership; the main emphasis is also on the applied orientation of the course, which enables students to acquire skills of political, administrative and civic leadership. Both, theoretical and practical knowledge will serve as the basis for their own perceptions and critical thinking and the evaluation of the management as well as functioning of different administrations, entities, institutions, organizations, countries and transnational systems.

Special emphasis will be placed on leadership in public administration

študentov v državnih institucijah, mednarodnih organizacijah ter organih oz. upravah na različnih nivojih oblasti.

Ob zaključku tega predmeta bodo študentje imeli osnovno razumevanje konceptov vodenja, različnih vodstvenih pristopov in sposobnost uporabe različnih veščin in tehnik, za katere se šteje, da so ključnega pomena za uspešno vodenje v dejanskem organizacijskem kontekstu in širši družbi.

structures, which will contribute to the usefulness of acquired knowledge, competences and skills even later in the students' professional careers in national, international organizations and bodies or administrations at different levels of government.

Absorbing this course, students will have the basic understanding of leadership concepts, different leadership approaches, and abilities to apply various skills and techniques deemed to be essential for successful leadership to actual organizational context and broader societal setting.

Metode poučevanja in učenja:

Oblike dela:

- ☒ Frontalna oblika poučevanja
 - ☒ Delo v manjših skupinah oz. v dvojicah
 - ☒ Samostojno delo študentov
 - ☒ E-učenje
 - ☒ Kombiniran način študija
 - ☐ Drugo (vpišite)
- _____
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Metode (načini) dela:

- ☒ Razlaga
- ☒ Razgovor/ diskusija/debata
- ☒ Delo z besedilom
- ☒ Proučevanje primera
- ☒ Igra vlog
- ☒ Druge vrste nastopov študentov
- ☒ Reševanje nalog
- ☐ Študijski obiski podjetij ipd.)
- ☒ Vključevanje gostov iz prakse

Learning and teaching methods:

Types of learning/teaching:

- ☒ Frontal teaching
- ☒ Work in smaller groups or pair work
- ☒ Independent students work
- ☒ E-learning
- ☒ Kombiniran način študija
- ☐ Other _____

Teaching methods:

- ☒ Explanation
- ☒ Conversation/discussion/debate
- ☒ Work with texts
- ☒ Case studies
- ☒ Role-play
- ☒ Different presentation
- ☒ Solving exercises
- ☐ Field work (e.g. company visits)
- ☒ Inviting guests from companies
- ☐ Attending round table and conference

☐ Udeležba na okrogli mizi, na konferenci

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Načini ocenjevanja:

Assessment:

Način (pisni izpit, ustno izpraševanje, naloge, projekt)

**Delež (v %)
/ Weight
(in %)**

Type (examination, oral, coursework, project)

Sprotno ustno (aktivno sodelovanje pri kontaktnih urah)		Oral verification and assessment of knowledge
Sprotno pisno preverjanje znanja (krajši pisni izdelki)	50	Written verification and assessment of knowledge (short written casework)
Daljši pisni izdelki (seminarska naloga, projektna naloga)	20	Longer written casework
Javni nastop ali predstavitev	10	Presentations
Končni ustni ali pisni izpit	20	Final examination (oral or written)
Drugo (vpišite)		Other:

Reference nosilca / Lecture's references:

Dr. Simona Kukovič je redna profesorica za področje politologije. Doktorirala je leta 2015 s področja politologije – javne uprave na Fakulteti za družbene vede Univerze v Ljubljani. Strokovno področje dr. Kukovič je politično in upravno lokalno vodenje, širše pa preučuje vodenje, primerjalne regionalne in lokalne oblasti, lokalno demokracijo in participacijo, javno upravo ter upravne in politične procese ter institucije. Je slovenska predstavica v mrežah COST, članica izvršilnega odbora Central European Political Science Association (CEPSA) in glavna urednica mednarodne znanstvene revije Journal of Comparative Politics. Dr. Kukovič je bila gostujoča profesorica/raziskovalka na večih univerzah, med drugim DeMontfort University, Leicester, Velika Britanija (2015), University of North Carolina at Chapel Hill, Severna Karolina, ZDA (2018) ter na Paris Lodron University of Salzburg, Avstrija (2018–2019). Bila je nosilka podoktorskega projekta "Vodenje lokalne skupnosti: birokratizacija politike ali politizacija birokracije?" (2018–2020) ter petih bilateralnih projektov med Republiko Slovenijo in ZDA, Črno goro, Avstrijo ter Bosno in Hercegovino. Od januarja 2022 nosi naziv Jean Monnet Chair. Je (so)avtorica več znanstvenih publikacij; med monografijami velja izpostaviti "Slovenian Politics and the State" (Lexington Books, Rowman & Littlefield, ZDA) ter "Political system of Slovenia" (Sampark, Kalkuta, Indija). V domačem

prostoru je poznana po znanstvenih delih s področij lokalnega vodenja in lokalne samouprave, prav tako je avtorica standarda kakovosti "Upravljavska sposobnost občin (USO)".

Bibliografija: <http://splet02.izum.si/cobiss/bibliography?code=33786>

Dr. Simona KUKOVIČ is a full professor of political science. She received her PhD in Political Science - Public Administration from the Faculty of Social Sciences, University of Ljubljana in 2015. Dr. Kukovič's area of expertise is political and administrative leadership at the local level. She also conducts research in the areas of leadership, comparative regional and local government, local democracy and participation, public administration, and administrative and political processes and institutions. She is the Slovenian representative in the COST networks, a member of the executive board of the Central European Political Science Association (CEPSA) and a general editor of the international scientific journal Journal of Comparative Politics. Dr. Kukovič has been a visiting professor/researcher at several universities, including DeMontfort University, Leicester, UK (2015), University of North Carolina at Chapel Hill, North Carolina, USA (2018), and Paris Lodron University Salzburg, Austria (2018-2019). She was the head of the postdoctoral project entitled "Leading the Locality: Bureaucratisation of Politics or Politicisation of Bureaucracy?" (2018-2020) and five bilateral projects between the Republic of Slovenia and the USA, Montenegro, Austria, Bosnia and Herzegovina. As of January 2022, she holds the title of Jean Monnet Chair. She is (co-)author of several scientific publications, including the monographs "Slovenian Politics and the State" (Lexington Books, Rowman & Littlefield, USA) and "Political System of Slovenia" (Sampark, Calcutta, India). In Slovenia, she is known for her academic work in the field of local leadership and local self-government. She is also the creator of the quality standard "Municipal Administrative Capacity".

Bibliography: <http://splet02.izum.si/cobiss/bibliography?code=33786>