

UČNI NAČRT PREDMETA / COURSE SYLLABUS

<b>Predmet:</b>	Poslovni coaching
<b>Course title:</b>	Business Coaching

Študijski program in stopnja <i>Study programme and level</i>	Študijska smer <i>Study field</i>	Letnik <i>Academic year</i>	Semester <i>Semester</i>
Menedžment kakovosti Dodiplomski (Prva)	Program nima smeri	2. / 3.	4. / 5.
Quality Management Undergraduate (First)	The program has no study fields	2 / 3	4 / 5

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

**Univerzitetna koda predmeta / University course code:** 011039-01

Predavanja <i>Lectures</i>	Seminar <i>Seminar</i>	Sem. vaje <i>Tutorial</i>	Lab. vaje <i>Laboratory work</i>	Teren. vaje <i>Field work</i>	Samost. delo <i>Individ. work</i>	ECTS
30	-	45	-	-	105	6

**Nosilec predmeta / Lecturer:** mag. Iris Fink Grubačević | Iris Fink Grubačević, MSc  
Lecturer

Jeziki / Languages:	Predavanja / Lectures:	Vaje / Tutorial:
	Slovenski, angleški	Slovenski, angleški
	Slovenian, English	Slovenian, English

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

- Vpis v 3. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

**Prerequisites:**

- Enrolment in the third year of study.
- The student must prepare and defend an empirical seminar paper as a prerequisite for the final exam.

**Vsebina:**

1. Teoretična izhodišča, vloga in definicija coachinga.
2. Vrste coachinga.
3. Coaching in mentorstvo.
4. Kompetence coacha.
5. Koncepti coachinga.
6. Orodja coacha.
7. Principi poslovnega coachinga.
8. Vloga poslovnega coachinga v profesionalnem razvoju posameznika in organizacije.
9. Etika v coachingu.
10. Primeri dobrih praks.

**Content (Syllabus outline):**

1. Theoretical foundations, role and definition of coaching.
2. Genres and contexts of coaching
3. Coaching and mentoring.
4. Competencies of a coach.
5. Concepts of coaching.
6. Coaching tools.
7. The principles of business coaching.
8. The role of business coaching in professional development of individuals and organizations.
9. Ethics in coaching.
10. Examples of good practices.

## Temeljna literatura in viri / Readings

### Obvezna literature / Required reading(s):

- Cox, E., Bachkirova, T. & Clutterbuck, D., eds. (2010). *The Complete Handbook of Coaching*. London: Sage.
- Whitmore, J. (2009). *Coaching for performance: GROWing Human Potential and Purpose (4th ed.)*. London, Boston: Nicholas Brealy Publishing.

### Dodatna – dopolnilna / Recommended reading(s):

- Shaw, P., Linnecar, R. (2007). *Business Coaching : Achieving Practical Results Through Effective Engagement*. Chichester: Capstone Publishing.
- Passmore, J. (2010). *Leadership Coaching : Working with Leaders to Develop Elite Performance*. London, Philadelphia, New Delhi: Kogan Page.
- Gallwey, W.T. (2008). *The Inner Game of Tennis : The Classic Guide to the Mental Side of Peak Performance*. New York: Random House Trade Paperbacks.

### Cilji in kompetence:

- Zmožnost vzpostavljanja in vzdrževanja kooperativnih odnosov za delo v skupini in z drugimi zainteresiranimi ter zmožnost ustvarjalnega dialoga.
- Razvoj kritične in samokritične presoje.
- Poznavanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje v strokovnem delu.
- Etična refleksija in zavezanost profesionalni etiki v družbenem okolju.
- Usposobljenost za obvladovanje organizacijskih sprememb v organizaciji kot odziv na spremembe v okolju.
- Občutljivost za ljudi, usmerjanje razmerij med njimi ter razvoj komunikacijskih sposobnosti in spretnosti v domačem in mednarodnem okolju.
- Zmožnost vzpostavljanja in vzdrževanja partnerskih odnosov z vsemi zainteresiranimi (odjemalci, zaposleni, lastniki, družbeno okolje).
- Sposobnost interdisciplinarnega povezovanja znanj različnih predmetov.
- Obvladovanje ključnih praktičnih pristopov na področju coachinga v smislu sproščanja njihovih ustvarjalnih potencialov.
- Obvladovanje praktičnih pristopov, potrebnih za učinkovito in uspešno obvladovanje sistema vodenja organizacije s poudarkom na vodenju s coachingom.
- Razvoj samozavedanja.
- Zmožnost usmerjanja razmerij med ljudmi ter razvoj veščin coachinga.

### Objectives and competences:

- The ability to establish and maintain cooperative relations for teamwork and with other interested individuals as well as the ability for creative dialogues.
- The development of critical and self-critical assessment.
- Knowing the importance of quality and enhancing the quality of professional work through autonomy (self-) critical, (self-) reflexivity and (self-) evaluation.
- Ethical reflection and commitment to professional ethics in a social environment.
- The ability for managing organizational change within an organization in response to changes in the environment.
- Sensitivity to individuals, directing relationships among them, and the development of communication skills and skills in domestic and international environments.
- Ability to establish and maintain partnerships with all stakeholders (consumers, employees, owners, social environment).
- The ability to connect interdisciplinary knowledge from various subjects.
- Managing key practical approaches in the area of coaching in terms of releasing their creative potentials.
- Applying practical approaches to achieve effective and efficient management of an organization with an emphasis on leadership coaching.
- The development of self-awareness.
- The ability of directing relationships between people and the development of coaching skills.

### Predvideni študijski rezultati:

### Intended learning outcomes:

<p>Študent/študentka:</p> <ul style="list-style-type: none"> <li>– Pozna tehnike, ki izboljšajo komunikacijo in medosebne odnose.</li> <li>– Spozna svoje potenciale in notranje vire moči.</li> <li>– Pozna orodja za izvajanje poslovnega coachinga.</li> <li>– Obvlada paralelnost coaching procesa: nivo posameznika in nivo organizacije.</li> <li>– Pozna/uporablja komunikacijske veščine za učinkovit coaching.</li> <li>– Pozna in razume pomen coachinga in s tem usmerjanja ustvarjalnih zmogljivosti posameznika.</li> <li>– Spozna temeljna teoretična izhodišča in praktične pristope za celovito obvladovanje procesa coachinga v sodobni organizaciji.</li> <li>– Reflektira in kritično ovrednoti različne možnosti uspešnega in učinkovitega načina poslovnega coachinga.</li> <li>– Pridobi prožnost in sposobnost prilagajanja spremembam.</li> <li>– Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost poslovnega coachinga.</li> <li>– Reflektira in kritično ovrednoti različne izkušnje s področja poslovnega coachinga.</li> <li>– Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju poslovnega coachinga.</li> <li>– Pozna in razume umeščenost poslovnega coachinga v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta.</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>– Know techniques for improving communication and interpersonal relationships.</li> <li>– Recognize her/his potentials and internal sources of strength.</li> <li>– Know instruments to implement business coaching.</li> <li>– Master parallelism of the coaching process: the level of an individual and the organisation level.</li> <li>– Know/apply communication skills for effective coaching.</li> <li>– Know and understand the meaning of coaching and as such be able to direct her/his self-creative potentials.</li> <li>– Know the basic theoretical foundations and practical approaches for the total management of the coaching process in a contemporary organization.</li> <li>– Reflect and critically assess different opportunities for successful and effective methods of business coaching.</li> <li>– Acquire flexibility and ability to adapt to changes.</li> <li>– Understand the interaction among factors that influence the success and effectiveness of business coaching.</li> <li>– Reflect and critically assess various experiences from the area of business coaching.</li> <li>– Actively and critically follow and reflect on current events from the field of business coaching.</li> <li>– Know and understand how business coaching fits with society in large, within the context of culture and value-laden as well as reflect from these contexts to form an intellectually active relationship to the world.</li> </ul>
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<p><b>Metode poučevanja in učenja:</b></p> <ul style="list-style-type: none"> <li>– Predavanja z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov).</li> <li>– Seminarske vaje v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija).</li> <li>– Individualne in skupinske konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj).</li> <li>– Animacija samostojnega študija in raziskovanja (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje).</li> </ul>	<p><b>Learning and teaching methods:</b></p> <ul style="list-style-type: none"> <li>– Lectures with active student participation (discussions, talks, questioning, cases, problem-solving).</li> <li>– Seminar papers in connection to practice (reflections from experience, project work, teamwork, methods of critical thinking, talks, providing feedback, social games, excursions).</li> <li>– Individual and group consultations (discussions, additional explanations, discussing specific questions).</li> <li>– Facilitating independent study and research (motivating, directing, self-examination, self-regulation, reflection, and self-assessment).</li> </ul>
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<b>Načini ocenjevanja:</b>	<b>Delež / Weight (%)</b>	<b>Assessment:</b>
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		<i>Type (examination, oral, coursework, project)</i>
– Pisni/ustni izpit	60%	– Written / Oral Exam
– Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge	40%	– Empirical seminar paper with reports from seminar work and seminar paper presentation

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

- FINK, Iris, BAUER, Janez. Vloga in pomen vodenja na podlagi samoocenjevalnega modela po SIST EN ISO 9004. V: KRIŽMAN, Vojko (ur.), ČUK, Joško (ur.), ŽARGI, Gašper (ur.). 20. letna konferenca SZKO, 10. in 11. november 2011, Portorož. *Kakovost - včeraj, danes, jutri : [zbornik referatov]*. Ljubljana: Slovensko združenje za kakovost in odličnost, 2011, str. 145-148. [COBISS.SI-ID [21716023](#)]
- FINK, Iris. Kompetence vodij v šolstvu v času sprememb = Competencies of leaders in education in the time of changes. V: FERJAN, Marko (ur.), KLJAJIĆ BORŠTNAR, Mirjana (ur.), PUCIHAR, Andreja (ur.). 30. mednarodna konferenca o razvoju organizacijskih znanosti, Slovenija, Portož, 23.-25. marec 2011. *Organizacija prihodnosti : zbornik 30. mednarodne konference o razvoju organizacijskih znanosti, Slovenija, Portorož, 23.-25. marec 2011 : proceedings of the 30th International Conference on Organizational Science Development*. Kranj: Moderna organizacija, 2011, str. 300-311, ilustr. [COBISS.SI-ID [21248823](#)]
- FINK, Iris. Vodenje s pomočjo coachinga = Management through coaching. V: KERN, Tomaž (ur.), RAJKOVIČ, Vladislav (ur.), PAAPE, Björn (ur.), FERJAN, Marko (ur.). 29. mednarodna konferenca o razvoju organizacijskih znanosti, 24.-26. marec 2010, Portorož, Slovenija = 29th International Conference on Organizational Science Development, 24-26 March 2010, Portorož, Slovenia. *Človek in organizacija : zbornik 29. mednarodne konference o razvoju organizacijskih znanosti : proceedings of the 29th International Conference on Organizational Science Development*. Kranj: Moderna organizacija, 2010, str. 398-406. [COBISS.SI-ID [20570679](#)]
- BAUER, Janez, FINK, Iris. Od osebne odličnosti do odličnosti šolstva. V: LEKIČ, Zoran (ur.), ŽARGI, Gašper (ur.), TREBAR, Andrej (ur.). *Kakovost - dejavnik uspeha : zbornik referatov*. Ljubljana: Slovensko združenje za kakovost in odličnost, 2010, str. 99-102. [COBISS.SI-ID [20973111](#)]
- FINK, Iris, KOTNIK, Gabrijela. Coaching kot orodje za aktiviranje intelektualnega kapitala. V: NOSAN, Marjeta (ur.), DAVID, Ksenija (ur.). *Poslovne strategije in izzivi sodobnega sveta*. Celje: Poslovno-komercialna šola, 2010, str. 410-415. [COBISS.SI-ID [20704567](#)]