



UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Management ustvarjalnosti in inoviranja
Course title: Managing Creativity and Innovation

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Management razvoja kadrov, 2. stopnja Human Resource Management, 2 nd cycle	/	2. letnik 2 nd year	/

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

Izbirni/Optional
MUI-MRK

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje Clinical work	Druge oblike študija Other type study	Samost. delo Individual work	ECTS
24	0	12	0	0	189	9

Nosilec predmeta / Lecturer:

Doc. dr. Valerij Dermol

Jeziki/Languages:

Predavanja / Lectures:

slovenski / Slovenian, angleški / English

Vaje / Tutorial:

slovenski / Slovenian, angleški / English

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

Prerequisites:

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Vsebina:

Content (Syllabus outline):

1. Inovacijski modeli in tehnološka inovativnost (inovacijski modeli, tipi/stopnje inovacij).	1. Innovation models and technological innovativeness (innovation models, types/levels of innovation).
2. Inovativnost in konkurenčna prednost (strategije inoviranja; vloga inoviranja; organizacijski pojavi – strateški vir, organizacijska sposobnost, dinamične sposobnosti in historična odvisnost; evolucijski pogled na strategijo; vloga tehnologije, inovacij in poslovnega okolja v evolucijskem razvoju podjetja).	2. Innovativeness and a competitive advantage (an innovation strategy; the role of innovation; organisational phenomena – a strategic resource, an organisational capacity, dynamic capabilities and historical dependence; the evolutionary view of strategy; the role of technology, innovation and a business environment in the evolutionary development of a company).
3. Management raziskav in razvoja – RR management (razlika med managementom razvoja in raziskav in managementom razvoja novih izdelkov; vloga in pomen temeljnih raziskav; različni načini organiziranja RR aktivnosti).	3. Research and development management – R&D management (the difference between R&D management and the management of new product development; the role and importance of basic research; ways of organising R&D activities).
4. Proces razvoja novega izdelka kot strateška sposobnost (tipologija novih izdelkov, načini	4. The process of developing new products as a strategic capability (the typology of new

diferenciacije izdelkov in trženje kompleksnih izdelkov; pomen povezovanja trženja, razvoja in proizvodnje; proces razvoja novih izdelkov v njegovih fazah: iskanje – selekcioniranje – uresničevanje).	products, methods of product differentiation and marketing of complex products; the importance of establishing links between marketing, development and production; the process of developing new products in its phases: search – selection – realisation).
5. Organizacijska kreativnost (pomen organizacijske kreativnosti in veličine; vpliv na individualno, skupinsko in organizacijsko kreativnost; kompromisi med kreativnostjo in učinkovitostjo; sodobne tehnike za dvig kreativnosti).	5. Organisational creativity (the importance of organisational creativity and greatness; the impact on individual, group and organisational creativity; a compromise between creativity and effectiveness/efficiency; contemporary techniques to increase creativity).
6. Razvoj novih izdelkov (načrtovanje razvojnih projektov; organiziranje razvojnih skupin; sodobne tehnike za vrednotenje tveganj in negotovosti; finančni kazalci za spremljanje razvojnih projektov).	6. New product development (development projects planning; the organisation of development groups; contemporary techniques for the evaluation of risks and uncertainties; financial indicators for the monitoring of development projects).

Temeljna literatura in viri / Readings:

<ul style="list-style-type: none"> • Tidd, J., Bessant, J., in Pavitt, K. (2005). <i>Managing Innovation: Integrating Technological, Market and Organisational Change</i>. Wiley. • Afuah, A. (2003). <i>Innovation Management</i>. Oxford University Press. • Howells, J. (2005). <i>The Management of Innovation & Technology</i>. Sage. • Miller, W. L. (1998). <i>4th Generation R&D, Managing Knowledge, Technology, and Innovation</i>. John Wiley & Sons. <p>Izbrani strokovni članki. / Selected articles.</p>
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Cilji in kompetence:

<p>Študentje bodo razvili splošne kompetence:</p> <ul style="list-style-type: none"> • sposobnost uporabe teoretičnih znanj pri razumevanju specifičnih poslovnih procesov, • sposobnost uporabe teoretičnih znanj in aplikativnih tehnik pri reševanju praktičnih poslovnih problemov, • sposobnost kreativnega iskanja idej, • avtonomijo pri strokovnem delu in pri sprejemanju poslovnih odločitev, • komunikacijske spretnosti, • sposobnost argumentiranega zagovarjanja lastnih stališč in upoštevanja stališč drugih.
<p>Študentje bodo razvili predmetno-specifične kompetence:</p> <ul style="list-style-type: none"> • razumevanje vloge inovativnosti pri razvoju in vzdrževanju konkurenčnih prednosti podjetij, • razumevanje dinamike historičnega razvoja tehnologij in njegovega vpliva na trajnost konkurenčnih prednosti, potrebnih za uspešen in

Objectives and competences:

<p>Students will develop the following general competences:</p> <ul style="list-style-type: none"> • the ability to use theoretical knowledge to understand specific business processes, • the ability to use theoretical knowledge and applied techniques to solve practical business problems, • the ability to propose creative ideas, • autonomy in professional work and in business decision-making, • communication skills, • the ability to argue and defend their own points of view and to take into account those of others.
<p>Students will develop the following course-specific competences:</p> <ul style="list-style-type: none"> • understanding of the role of innovativeness in developing and maintaining a company's competitive advantages, • understanding of the dynamics of historical development of technology and its impact on the sustainability of competitive advantages needed for an effective and efficient management of new

učinkovit management razvoja novih izdelkov, za povezovanje trženja, razvoja in proizvodnje v procesu razvoja novega izdelka, za management organizacijske kreativnosti, management razvojnih projektov ter management tveganj in negotovosti,

- sposobnost iskanja in uporabe novih informacij iz raznih virov,
- sposobnost razumevanja in uporabe kritične analize in razvoja ter praktične uporabe teorij pri reševanju konkretnih strokovnih problemov,
- veščine in spretnosti s področja razvoja novih izdelkov.

product development, to integrate marketing, development and production in the process of new product development, for the management of organisational creativity, management of development projects and management of risks and uncertainties,

- the ability to search for and use new information from various sources,
- the ability to understand and use critical analysis and development, and the ability of practical application of theories in solving concrete expert problems,
- skills and abilities of new product development.

Predvideni študijski rezultati:

Znanje in razumevanje:

Študent bo:

- razumel vlogo inovativnosti pri razvoju in vzdrževanju konkurenčnih prednosti podjetij,
- razumel dinamiko historičnega razvoja tehnologij in njegovega vpliva na trajnost konkurenčnih prednosti, potrebnih za uspešen in učinkovit management razvoja novih izdelkov, za povezovanje trženja, razvoja in proizvodnje v procesu razvoja novega izdelka, za management organizacijske kreativnosti, management razvojnih projektov ter management tveganj in negotovosti,
- sposoben poiskati in uporabiti nove informacije iz raznih virov,
- znal praktično uporabiti teorije pri reševanju konkretnih strokovnih problemov,
- pridobil veščine in spretnosti s področja razvoja novih izdelkov.

Intended learning outcomes:

Knowledge and understanding:

Students will:

- understand the role of innovativeness in developing and maintaining a company's competitive advantages,
- understand the dynamics of historical development of technology and its impact on the sustainability of competitive advantages needed for an effective and efficient management of new product development, to integrate marketing, development and production in the process of new product development, for the management of organisational creativity, management of development projects and management of risks and uncertainties,
- be able to search for and use new information from various sources,
- have the ability of practical application of theories in solving concrete expert problems,
- acquire skills and abilities of new product development.

Metode poučevanja in učenja:

Oblike dela:

- Frontalna oblika poučevanja
- Delo v manjših skupinah oz. v dvojicah
- Samostojno delo študentov
- e-učenje
- drugo (vpišite) _____

Metode (načini) dela:

- Razlaga
- Razgovor/ diskusija/debata
- Delo z besedilom
- Proučevanje primera
- Igra vlog

Learning and teaching methods:

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups or pair work
- Independent students work
- e-learning
- other _____

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Work with texts
- Case studies
- Role-play

- Druge vrste nastopov študentov
- Reševanje nalog
- Študijski obiski podjetij ipd.)
- Vključevanje gostov iz prakse
- Udeležba na okrogli mizi, na konferenci

- Different presentation
- Solving exercises
- Field work (e.g. company visits)
- Inviting guests from companies
- Attending round table and conference

Načini ocenjevanja:

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

Delež (v %) / Weight (in %)

Assessment:

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)	15	Written verification and assessment of knowledge (short written casework)
Daljši pisni izdelki (seminarska naloga, projektna naloga)	40	Longer written casework
Javni nastop ali predstavitev		Presentations
Končni ustni izpit		Final examination (oral)
Končni pisni izpit	45	Final examination (written)
Drugo (vpišite)		Other:

Reference nosilca / Lecture's references:

Več na Cobiss.

1.01 Izvirni znanstveni članek

1. DERMOL, Valerij. Relationship between learning, knowledge creation and organisational performance. *An. ştiinţ. Univ. "Al.I. Cuza" Iaşi, Ştiinţe econ. (Online)*, 2013, [Vol.] 60, [no.] 1, str. 67-82.

http://saaic.feaa.uaic.ro/index.php/saaic/article/view/T06/pdf_24, doi: [10.24778/v10316-012-0034-5](https://doi.org/10.24778/v10316-012-0034-5).

[COBISS.SI-ID [11998625](#)]

2. DERMOL, Valerij, ČATER, Tomaž. The influence of training and training transfer factors on organisational learning and performance. *Pers. rev.*, 2013, vol. 42, iss. 3, str. 324-348. [COBISS.SI-ID [11762593](#)]

3. DERMOL, Valerij. Relationship between mission statement and company performance. *An. ştiinţ. Univ. "Al.I. Cuza" Iaşi, Ştiinţe econ. (Online)*, 2012, [No.] 1, str. 325-341.

<http://anale.feaa.uaic.ro/anale/en/Arhiva%202012-1%20Dermol/479>. [COBISS.SI-ID [16049973](#)]

4. DERMOL, Valerij. Synergetic effects of training and training transfer factors in organisations. *International journal of management in education*, 2012, vol. 6, no. 3, str. 212-227. [COBISS.SI-ID [15684917](#)]

5. TAVČAR, Mitja I., DERMOL, Valerij. Global SMEs' strategy. *International journal of management, knowledge and learning*, 2012, vol. 1, iss. 1, str. 109-123, ilustr. [COBISS.SI-ID [15870517](#)]

6. DERMOL, Valerij, BREZNIK, Kristijan. Innovation synergies through networking in Slovenian regions. *International journal of synergy and research*. [Online ed.], 2012, vol. 1, no. 1, str. 39-55, graf. prikazi, tabele.

http://ijsr.umcs.lublin.pl/wp-content/uploads/2012/05/IJSR_2012_Vol_001_No_001.pdf. [COBISS.SI-ID [15867445](#)]

7. DERMOL, Valerij. Development of entrepreneurial competences. *International journal of Euro-Mediterranean studies*, 2010, vol. 3, no. 1, str. [27]-47. [COBISS.SI-ID [15358261](#)]

8. DERMOL, Valerij, KOŠIR, Suzana, BREZNIK, Kristijan. Social networking principles in education and training. *Journal of international scientific publications, Educational alternatives*, 2010, vol. 8, part 1, str. 322-331, ilustr. <http://www.science-journals.eu/erd/ISP-ERD-Vol8-Part1.swf>. [COBISS.SI-ID [15199541](#)]

9. DERMOL, Valerij, ŠIROK, Klemen. Effectiveness factors of voucher programmes. *International journal of sustainable economy*, 2009, vol. 1, no. 4, str. 403-418, doi: [10.1504/IJSE.2009.024765](https://doi.org/10.1504/IJSE.2009.024765). [COBISS.SI-ID [3170007](#)]