



## UČNI NAČRT / COURSE SYLLABUS

<b>Predmet / Course</b>	Management sprememb / Change Management
<b>Šifra predmeta / Course Code</b>	MS-MZ
<b>Nosilec predmeta / Course Coordinator</b>	izr. prof. dr. Drago Dubrovski
<b>Vrsta predmeta / Type of the course</b>	izbirni / elective
<b>Jezik / Language</b> - Vaje / Tutorials - Predavanja / Lecture	Slovenski / Slovene, Angleški / English Slovenski / Slovene, Angleški / English
<b>Študijski program / Programme</b>	Management znanja (2. stopnja) / Knowledge management (2nd Cycle)
<b>Letnik / Year</b>	2.
<b>Pogoji za vključitev / Requirements</b>	/

<b>Predavanja Lectures</b>	<b>Vaje Tutorials</b>	<b>Druge oblike študija Other Type of Study</b>	<b>Samostojno delo Individual work</b>	<b>Ure dela Work hours</b>	<b>ECTS</b>
24	0	0	126	150	6

### Vsebina / Content:

1. Strateški management in snovanje politike organizacije (pomen strateškega managementa, temeljna, razvojna in tekoča politika, ravni managementa, procesi, strukture in področja)	1. Strategic management and organisational policy design (the importance of strategic management, foundation, development and current policy, management levels, processes, structures and areas)
2. Razvoj in spreminjanje (kvantitativno in kvalitativno spreminjanje, razvojni modeli, strateške razvojne možnosti, nujna povezanost razvoja in spreminjanja)	2. Development and change (quantitative and qualitative change, development models, strategic development opportunities, the necessity of the connection between development and change)
3. Vsebina managementa spreminjanja (vrste sprememb, metode spreminjanja, spodbude in ovire, prenova, značilnosti revolucijskih in evolucijskih sprememb)	3. The content of change management (types of change, methods of change, incentives and obstacles, reform, characteristics of revolutionary and evolutionary change)
4. Evolucijske metode spreminjanja (učinkovitost in uspešnost, inovacije in invencije, uvajanje sodobnih pristopov na managerskem, tehnološkem in kadrovskem področju, standardi in pravilniki, povzemanje najboljših praks)	4. Evolutionary methods of change (efficiency and effectiveness, innovations and inventions, the introduction of contemporary approaches to management, technology and human resources, standards and rules, summarising the best practice)
5. Revolucijske metode spreminjanja (prestrukturiranje, reinženiring, spreminjanje kulture, insolvenčni postopki, kapitalske združitve in razdružitve)	5. Revolutionary methods of change (restructuring, reengineering, culture change, insolvency procedures, equity mergers and demergers)
6. Značilnosti sodobnega podjetja in njegova vpetost v globalizacijske trende (globalizacija kot zunanji, dani okvir poslovanja sodobnega podjetja, spreminjanje vloge managementa, nujnost tristopenjskega ukrepanja)	6. Characteristics of a contemporary business and its integration in globalisation trends (globalisation as an external, given framework of a contemporary business, the changing role of management, the need for a three-level action)

### Splošne kompetence / General Competencies:

<i>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</i>	<i>Student will acquire knowledge and skills in the following general areas:</i>
<b>SPL5:</b> Voditeljstvo, vodenje ljudi; <b>SPL8:</b> Spretnosti kritičnega mišljenja; <b>SPL9:</b> Ustvarjanje novih zamisli (ustvarjalnost); <b>SPL10:</b> Inicijativnost ter podjetnost; <b>SPL11:</b> Spretnosti organiziranja in načrtovanja (npr. lastnega dela, dela drugih);	<b>SPL5:</b> Leadership skills; <b>SPL8:</b> Critical thinking; <b>SPL9:</b> Creativity; <b>SPL10:</b> Initiative and entrepreneurial skills; <b>SPL11:</b> Organising and planning skills;

### Predmetno specifične kompetence / Course Specific Competencies:

<i>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</i>	<i>Student will acquire knowledge and skills in the following specific areas:</i>
<b>PSP1:</b> Značilnosti organizacije, funkcijska področja in razmerja med njimi.; <b>PSP2:</b> Pregled poslovanja, problemi, izzivi in njihovo reševanje, svetovalni načrt.; <b>PSP4:</b> Metode in orodja za analizo notranjega in zunanjega okolja in določanje razvojnih perspektiv organizacije; <b>PSP5:</b> Pristopi k upravljanju podjetja z načrtovanjem in kontrolo ter uporabo različnih konceptov, metod in orodij; <b>PSP6:</b> Računovodski in finančni sistemi; <b>PSP7:</b> Upravljanje s spremembami; <b>PSP10:</b> Pravo na vsebinskem področju predmeta.; <b>PSP18:</b> Splošna razgledanost na vsebinskem področju predmeta.	<b>PSP1:</b> Organizations' characteristics, functional areas and the relationships between them; <b>PSP2:</b> Organisational audit, problems and challenges in business, problem solving, consultancy plans; <b>PSP4:</b> Methods and tools for analysis of an organisation and its environment to identify perspectives; <b>PSP5:</b> Managing a company by planning and controlling by use concepts, methods and tools; <b>PSP6:</b> Accounting and financial systems; <b>PSP7:</b> Change management; <b>PSP10:</b> Law in the field of the course; <b>PSP18:</b> General overview of the course content area.

### Predvideni študijski izidi / Intended Learning Outcomes:

<i>Študent bo dosegel naslednje študijske izide:</i>	<i>Student will achieve the following learning outcomes:</i>
1. Zna rešiti konkretne strokovne probleme podjetja v krizi. 2. Razume politiko organizacije. 3. Razume povezanost trdih in mehkih vidikov organizacije. 4. Zna izdelati poslovni načrt. 5. Analizira, sintetizira in predvideva rešitve in posledice pojavov na področju managementa. 6. Zna rešiti konkretne strokovne probleme podjetja v krizi. 7. Razume politiko organizacije. 8. Razume povezanost trdih in mehkih vidikov organizacije. 9. Uporablja specifične raziskovalne metode. 10. Zna kritično presoditi poslovne situacije. 11. Razume zakonodajni okvir, v katerem poslujejo podjetja. 12. Izkazuje znanje prava v praktičnih primerih. 13. Zna rešiti probleme podjetja v krizi. 14. Razume politiko organizacije.	1. Knows how to solve concrete expert problems of companies in crisis. 2. Understands organisation's policies. 3. Understands the relationship between hard and soft aspects of organisations. 4. Knows how to develop a business plan. 5. Analyses, synthesises and anticipates solutions and consequences of phenomena in the fields of management. 6. Knows how to solve concrete expert problems of companies in crisis. 7. Understands organisational policies. 8. Understands the relationship between hard and soft aspects of organisations. 9. Uses specific research methods. 10. Critically evaluates business situations. 11. Understands legal frame where companies work. 12. Demonstrates the knowledge of the law in practice. 13. Knows how to solve problems of a company in crisis. 14. Understands organisational policies.

### Oblike in metode poučevanja in učenja / Types and Methods of Teaching and Learning

<i>Oblike dela</i>	Frontalna oblika poučevanja; Delo v manjših skupinah; Samostojno delo študenta;
<i>Types of Teaching and Learning</i>	Frontal teaching; Work in smaller groups or pairs; Independent student work;
<i>Metode dela</i>	Razlaga; Razgovor/diskusija/debata; Delo z besedilom; Proučevanje primera; Reševanje nalog;
<i>Teaching and Learning Methods</i>	Explanation; Conversation/discussion/debate; Work with text; Case study; Solving exercises;

## Načini ocenjevanja v % / Types of Student Assessment

Sprotno ustno ocenjevanje / Oral Assessment	20
Sprotno pisno ocenjevanje / Written Assessment	/
Daljši pisni izdelek /Longer written casework <sup>1/</sup>	/
Javni nastop s predstavitvijo rezultatov / Presentations <sup>2/</sup>	/
Končni pisni izpit / Final written examination	80
Končni ustni izpit / Final oral examination	/
Udeležba in sodelovanje / Participation and cooperation	/
<b>Lestvica ocenjevanja / Grading scale</b>	številaska/numeric

## Temeljna literatura / Literature:

1. Dubrovski, D. (2021). Management spreminjanja. Celje: Mednarodna fakulteta za družbene in poslovne študije (v pripravi).
2. Dubrovski, D. (2021). Razsežnosti kriznega managementa. Celje: Mednarodna fakulteta za družbene in poslovne študije (v pripravi).
3. Cameron E. in Green M. (2009). Making Sense of Change Management. London: Kogan Page

## Reference nosilca / Lecturer's references:

### 1.01 Izvirni znanstveni članek

1. DUBROVSKI, Drago. Characteristics of strategic partnerships between differently successful companies. Journal of financial risk management. [Spletna izd.]. Jun. 2020, vol. 9, no. 2, str. 82-98. ISSN 2167-9541. <https://www.scirp.org/journal/paperinformation.aspx?paperid=100632>, DOI: 10.4236/jfrm.2020.92005. [COBISS.SI-ID 18037507]
2. DUBROVSKI, Drago. Strategic partnership and equity alliances in the function of crisis prevention and elimination. Modern economy. Nov. 2014, vol. 7, no. 12, str. 1385-1395. ISSN 2152-7261. <http://dx.doi.org/10.4236/me.2016.712128>, DOI: 10.4236/me.2016.712128. [COBISS.SI-ID 38757637]
3. DUBROVSKI, Drago. Crisis as the initiator of the changes in ineffective business models. International center for business research : ICBR.net. mar. 2014, vol. 3, str. [9]-15, tabela. <http://icbr.net/0303.117>. [COBISS.SI-ID 13104545]

### 2.01 Znanstvena monografija

1. DUBROVSKI, Drago. Razsežnosti kriznega managementa. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2011. 416 str., ilustr., preglednice. Znanstvene monografije MFDPŠ. ISBN 978-961-6813-03-7. ISSN 2232-2116. [COBISS.SI-ID 254248192]

### 1.08 Objavljeni znanstveni prispevek na konferenci

1. DUBROVSKI, Drago. Developmental and technological restructuring for the implementation of competitive business models. V: DERMOL, Valerij (ur.). Expanding horizons: business, management and technology for better society : proceedings of the MakeLearn and TIIM International Conference : 20-22 May 2020, online conference. Bangkok; Celje; Lublin: ToKnowPress, 2020. Str. 279-288. MakeLearn. ISBN 978-961-6914-26-0. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-26-0/66.pdf>, <http://www.toknowpress.net/ISBN/978-961-6914-26-0.pdf>. [COBISS.SI-ID 21424899]
2. DUBROVSKI, Drago. Kriza kao inicijator i usmjerivač prestrukturiranja poduzeća = Crisis as an initiator and directing-post of the company renewal. V: Dani kriznog upravljanja = Crisis management days =crisis management days : zbornik radova =book of papers. Velika Gorica: Veleučilište Velika Gorica: =University of Applied Sciences Velika Gorica, 2014. Str. 437-446, tabela. ISBN 978-953-7716-56-1. <http://www.dku.hr/wp-content/uploads/2014/06/DKU%20zbornik%20radova%202014%20www.pdf>. [COBISS.SI-ID 1536606916]
3. DUBROVSKI, Drago. Learning from crisis: a lost opportunity?. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.), ĐAKOVIĆ, Goran (ur.). Human capital without borders : knowledge and learning for quality of life : proceedings of the Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia. Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia. Bangkok; Celje; Lublin: ToKnowPress, 2014. Str. 345-352, tabela. MakeLearn. ISBN 978-

<sup>1</sup> Seminarska ali projektna naloga, raziskovalna naloga ipd.

<sup>2</sup> Plakat, naloga, prispevek

961-6914-09-3. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-09-3/papers/ML14-551.pdf>. [COBISS.SI-ID 12937377]

4. DUBROVSKI, Drago. Competences in breakthrough management. V: MAJSTOROVIĆ, Vidosav D. (ur.). Proceedings. Belgrade: Mechanical Engineering Faculty, Laboratory for Production Metrology and TQM, 2011. Str. 129-133, tabela. ISBN 978-86-7083-727-0. [COBISS.SI-ID 3990231]

5. DUBROVSKI, Drago. Razvojno spreminjanje in krize. V: ROZMAN, Rudi (ur.), et al. Ravnanje s spremembami v podjetjih, zavodih in javni upravi : zbornik referatov. Ljubljana: Društvo Slovenska akademija za management; Ekonomska fakulteta; Kranj: Fakulteta za organizacijske vede, 2011. Str. 1-10, tabela. ISBN 978-961-240-215-0. [COBISS.SI-ID 3989975]

#### **1.16 Samostojni znanstveni sestavek ali poglavje v monografski publikacij**

2. DUBROVSKI, Drago. Interim crisis management or management consulting in the times of crisis?. V: ĆWIKLICKI, Marek (ur.), JABŁOŃSKI, Marek (ur.). Management consulting : The Central and Eastern Europe perspective. Cracow: Cracow University of Economics Foundation, cop. 2011. Str. [102]-111. ISBN 978-83-62511-06-8. [COBISS.SI-ID 15580469]