



## UČNI NAČRT / COURSE SYLLABUS

<b>Predmet / Course</b>	Svetovanje managementu in krizni management / Management consulting and Crisis Management
<b>Šifra predmeta / Course Code</b>	B22SMKM6-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, - Slovenski / Slovene, -
<b>Študijski program / Programme</b>	Management znanja (2. stopnja) / Knowledge management (2nd Cycle)
<b>Letnik / Year</b>	2.
<b>Pogoji za vključitev / Requirements</b>	poznavanje osnov strateškega managementa in poslovanja

<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:

<p>1. Strateški management in snovanje politike organizacije (pomen strateškega managementa, temeljna, razvojna in tekoča politika, ravni managementa, procesi, strukture in področja). 2. Svetovanje managementu (kompetence in vloga svetovalcev, razmerje svetovalec - manager). 3. Potek svetovanja (oblikovanje ponudbe, faze svetovalnega procesa, vrste svetovanja). 4. Podjetje v krizi (opredelitev krize, simptomi, vzroki in povodi krize, vedenje udeležencev v krizi, razvrstitev kriz, najbolj pogosti ukrepi za zdravljenje kriz, proces zdravljenja krize, krizni management). 5. Zagotavljanje razvoja in preprečevanje pojavnosti kriz (spreminjanje in razvoj, evolucijsko in revolucijsko spreminjanje, prenova podjetja, prestrukturiranje, reinženiring). 6. Management spreminjanja.</p>	<p>1. Strategic management and organization policy forming (the meaning of strategic management, basic, development and current policy, management levels, processes, structures and areas). 2. Management consulting (competences and roles of consultants, relation consultant - manager). 3. Process of management consulting (forming the consulting offer, phases of consulting process, types of consulting). 4. Company in crisis (crisis definition, symptoms and causes of crisis, behaviour of crisis participants, types of crisis, the most often measures in crisis solving, process of crisis solving, crisis management). 5. Development assurance and preventing from crisis (changes and development, evolutionary and revolutionary changes, company renewal, restructuring, reengineering). 6. Change management</p>
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### Splošne kompetence / General Competencies:

<p><i>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</i></p> <p><b>SPL4:</b> Sodelovalno, timsko delo, delo v skupini; <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;</p>	<p><i>Student will acquire knowledge and skills in the following general areas:</i></p> <p><b>SPL4:</b> Cooperation, team work, group work; <b>SPL5:</b> Leadership skills; <b>SPL8:</b> Critical thinking; <b>SPL9:</b> Creativity; <b>SPL10:</b> Initiative and entrepreneurial skills;</p>
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### Predmetno specifične kompetence / Course Specific Competencies:

<p><i>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</i></p> <p><b>PSP1:</b> Značilnosti organizacije, funkcijska področja in razmerja med njimi.; <b>PSP2:</b> Pregled poslovanja,</p>	<p><i>Student will acquire knowledge and skills in the following specific areas:</i></p> <p><b>PSP1:</b> Organizations' characteristics, functional areas and the relationships between them; <b>PSP2:</b></p>
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problemi, izzivi in njihovo reševanje, svetovalni načrt.; <b>PSP3:</b> Makro in mikroekonomski elementi in vplivi na organizacije; <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>PSP7:</b> Upravljanje s spremembami; <b>PSP8:</b> Kultura in njeni vplivi na vsebinskem področju predmeta; <b>PSP10:</b> Pravo na vsebinskem področju predmeta.;	Organisational audit, problems and challenges in business, problem solving, consultancy plans; <b>PSP3:</b> Macro- and microeconomic elements and their impact on an organisation; <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>PSP7:</b> Change management; <b>PSP8:</b> Culture and its influence in the field of the course; <b>PSP10:</b> Law in the field of the course;
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### **Predvideni študijski izidi / Intended Learning Outcomes:**

<i>Študent bo dosegel naslednje študijske izide:</i>	<i>Student will achieve the following learning outcomes:</i>
<ol style="list-style-type: none"> <li>1. Zna rešiti konkretne strokovne probleme podjetja v krizi v obliki managerske ali svetovalne funkcije.</li> <li>2. Razume politiko organizacije.</li> <li>3. Razume povezanost trdih in mehkih vidikov organizacije.</li> <li>4. Zna izdelati sanacijski program ali podati uporabne nasvete vodstvu za izdelavo programa.</li> <li>5. Analizira, sintetizira in predvideva rešitve in posledice pojavov na področju managementa.</li> <li>6. Zna rešiti konkretne strokovne probleme podjetja v krizi.</li> <li>7. Uporablja specifične raziskovalne metode.</li> <li>8. Zna kritično presoditi poslovne situacije.</li> <li>9. Razume zakonodajni okvir, v katerem poslujejo podjetja.</li> <li>10. Izkazuje znanje prava v praktičnih primerih.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows how to solve concrete expert problems of companies in crisis working as executive manager or consultant.</li> <li>2. Understands organisation's policies.</li> <li>3. Understands the relationship between hard and soft aspects of organisations.</li> <li>4. Knows how to prepare a programme of company renewal by himself or consults to the management how to prepare such programme.</li> <li>5. Analyses, synthesises and anticipates solutions and consequences of phenomena in the fields of management.</li> <li>6. Knows how to solve concrete expert problems in companies in crisis.</li> <li>7. Uses specific research methods.</li> <li>8. Critically evaluates business situations.</li> <li>9. Understands legal frame where companies work.</li> <li>10. Demonstrates the knowledge of the law in practice.</li> </ol>

### **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; E-učenje
<i>Types of Teaching and Learning</i>	Frontal teaching; Work in smaller groups or pairs; Independent student work; E-learning
<i>Metode dela</i>	Razlaga; Razgovor/diskusija/debata; Delo z besedilom; Proučevanje primera; Gost iz prakse;
<i>Teaching and Learning Methods</i>	Explanation; Conversation/discussion/debate; Work with text; Case study; Guest from practice;

### **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>	številska/numeric

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

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

### **Temeljna literatura / Literature:**

1. Dubrovski, D. 2021. Razsežnosti kriznega managementa. Celje: Mednarodna fakulteta za družbene in poslovne študije (v pripravi)
2. Verlander, E.G. 2012. The practice of professional consulting. San Francisco: Jossey-Bass, 3. James, E. H. in L. P. Wooten. 2010. Leading under pressure. New York: Routledge

### **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. Ali so sodni postopki prisilne poravnave resnično sanacijski postopki. Podjetje in delo : revija za gospodarsko, delovno in socialno pravo. [Tiskana izd.]. 2020, letn. 46, št. 2, str. 294-319, preglednica. ISSN 0353-6521. <http://www.podjetjeindelo.si/Default.aspx#contents>. [COBISS.SI-ID 40685829]
3. DUBROVSKI, Drago. Handling corporate crises based on the correct analysis of its causes. Journal of financial risk management. [Spletna izd.]. Dec. 2016, no. 5, str. 264-280, preglednice. ISSN 2167-9541. [http://file.scirp.org/pdf/JFRM\\_2016121615280346.pdf](http://file.scirp.org/pdf/JFRM_2016121615280346.pdf), DOI: 10.4236/jfrm.2016.54024. [COBISS.SI-ID 38828037]
4. 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]
5. DUBROVSKI, Drago. Measures in the area of sales in company crisis. Science journal of business and management. [Print ed.]. Dec. 2016, vol. 4, iss. 6, str. 187-193, preglednica. ISSN 2331-0626. <http://www.sciencepublishinggroup.com/journal/paperinfo?journalid=175&doi=10.11648/j.sjbm.20160406.11>. [COBISS.SI-ID 38828293]
6. 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. Uspješno krizno upravljanje i radikalne promjene u poduzeću = Successful crisis management and radical corporate changes. 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. 363-369. ISBN 978-953-7716-56-1. <http://www.dku.hr/wp-content/uploads/2016/08/DKU-Zbornik-2016-izmjena.pdf>. [COBISS.SI-ID 38648325]
3. DUBROVSKI, Drago. Possible measures in the area of revenue and sales in times of crisis. V: HAIR, Joe (ur.). Growing in shrinking markets : Global Business Conference 2016 proceedings. Zagreb: Institut za inovacije, cop. 2016. Str. 65-73, preglednica. Global Business Conference. ISSN 1848-2252. [COBISS.SI-ID 38716933]
4. DUBROVSKI, Drago. Kadrovsko prestrukturiranje ali zmanjšanje števila zaposlenih?. V: Odgovor so ljudje : celovito prestrukturiranje?. [Ljubljana]: Slovensko združenje za kakovost in odličnost, 2015. [7] str. [COBISS.SI-ID 38300677]
5. 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]  
6. 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 978-961-6914-09-3. ISSN 2232-3309. <http://www.toknowpress.net/ISBN/978-961-6914-09-3/papers/ML14-551.pdf>. [COBISS.SI-ID 12937377]

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

1. DUBROVSKI, Drago. Fraud as a distinctive part of management mistakes in countries in transition. V: ÇALIYURT, Kıymet Tunca (ur.), IDOWU, Samuel O. (ur.). Emerging fraud : fraud cases from emerging economies. Berlin; New York: Springer, cop. 2012. Str. 99-114. ISBN 978-3-642-20825-6, ISBN 978-3-642-20826-3. [COBISS.SI-ID 4401111]
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]