



## UČNI NAČRT / COURSE SYLLABUS

<b>Predmet / Course</b>	Krizni management / Crisis Management
<b>Šifra predmeta / Course Code</b>	B13KRIZM-KM6-PSD
<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> - <b>Predavanja / Lecture</b> - <b>Vaje / Tutorials</b>	Slovenski / Slovene, - Slovenski / Slovene, -
<b>Študijski program / Programme</b>	Poslovanje v sodobni družbi (1. stopnja) / Business in Contemporary Economy (1st cycle)
<b>Letnik / Year</b>	3.
<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>
20	40	0	90	150	6

### Vsebina / Content:

1. Kriza in njene značilnosti. 2. Razvrstitev kriz. 3. Simptomi, vzroki in posledice krize. 4. Pojem in vsebina kriznega managementa. 5. Posebni primeri kriznega managementa. 6. Preprečevanje nastanka akutnih kriz. 7. Prenova podjetja. 8. Doseganje prenove z metodo prestrukturiranja in metodo reinženiranja poslovanja. 9. Posebnosti spreminjanja kulture podjetja.	1. Crisis and its characteristics. 2. Classification of crises. 3. Symptoms, causes and consequences of crises. 4. Concept and content of crisis management. 5. Special examples of crisis management. 6. Prevention of acute crises. 7. Company renewal. 8. Achieving renovation through business restructuring and re-engineering. 9. Special characteristics of changing corporate culture.
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### Splošne kompetence / General Competencies:

<i>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</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);	<i>Student will acquire knowledge and skills in the following general areas:</i>  <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;
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### Predmetno specifične kompetence / Course Specific Competencies:

<i>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</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.	<i>Student will acquire knowledge and skills in the following specific areas:</i>  <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.
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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>
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	10 %
Sprotno pisno ocenjevanje / Written Assessment	20 %
Daljši pisni izdelek / Longer written casework <sup>1/</sup>	/
Javni nastop s predstavitvijo rezultatov / Presentations <sup>2/</sup>	/
Končni pisni izpit / Final written examination	70 %
Končni ustni izpit / Final oral examination	/
Udeležba in sodelovanje / Participation and cooperation	/
<b>Lestvica ocenjevanja / Grading scale</b>	številiska/numeric

### Temeljna literatura / Literature:

1. Dubrovski, D. (2022). *Razsežnosti kriznega managementa*. Celje: Mednarodna fakulteta za družbene in poslovne študije.
2. Dubrovski, D. (2025). *Razsežnosti kriznega managementa: zbirka primerov*. Celje: Mednarodna fakulteta za družbene in poslovne študije.
3. Koor-Misra, Sarah (2020). *Crisis Management*. Los Angeles: Sage

### Reference nosilca / Lecturer's references:

#### 1.01 Izvirni znanstveni članek

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

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

1. DUBROVSKI, Drago. Condition for a successful elimination of crisis : special competencies and styles of the crisis manager. *Journal of financial risk management*. [Spletna izd.]. Dec.. 2023, vol. 12, no. 4, str. 405-424. ISSN 2167-9541. <https://www.scirp.org/journal/paperinformation?paperid=129897>, DOI: 10.4236/jfrm.2023.124021. [COBISS.SI-ID 180406019]
2. 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]
3. 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]
4. 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]
5. 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]
6. 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]
7. 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]
8. DUBROVSKI, Drago. The role of marketing restructuring in a company crisis. *International Journal of Economic Practices and Theories*. 2014, vol. 4, no. 5, str. 658-667. ISSN 2247-7225. [http://www.ijept.org/index.php/ijept/article/view/The\\_Role\\_of\\_Marketing\\_Restructuring\\_in\\_a\\_Company\\_Crisis/pdf\\_36](http://www.ijept.org/index.php/ijept/article/view/The_Role_of_Marketing_Restructuring_in_a_Company_Crisis/pdf_36). [COBISS.SI-ID 1537089220]
9. DUBROVSKI, Drago. Maintaining stakeholders' value in the times of crisis. *Economy & business : Journal international scientific publications*. 2011, vol. 5, part 1, str. 274-284, ilustr. ISSN 1313-2555. <http://www.scientific-publications.net/download/economy-and-business-2011-1.pdf>. [COBISS.SI-ID 15579701]
10. DUBROVSKI, Drago. Pomembnost ugotavljanja pravih vzrokov za nastanek podjetniške krize. *Management*. [Tiskana izd.]. pomlad 2010, let. 5, št. 1, str. 37-52, graf. prikazi. ISSN 1854-4223. [http://www.fm-kp.si/zalozba/ISSN/1854-4231/5\\_037-052.pdf](http://www.fm-kp.si/zalozba/ISSN/1854-4231/5_037-052.pdf). [COBISS.SI-ID 3507671]

#### **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]
7. DUBROVSKI, Drago. Marketing restructuring as a radical method for recovery from a crisis. V: Europe and global economic rebalancing. [S. l.: s. n.]. 2013, 12 str. <http://www.ekonomikyaklasim.org/eyc2013/?Programme>. [COBISS.SI-ID 1536689348]
8. DUBROVSKI, Drago. The increased importance of marketing restructuring in times of crisis. V: GRBAC, Bruno (ur.). Marketing in a dynamic environment - academic and practical insights : proceedings. Opatija: University of Rijeka, Faculty of Tourism and Hospitality Management; Rijeka: CROMAR, Croatian Marketing Association, 2013. Str. 102-113. ISBN 978-953-7842-18-5. [COBISS.SI-ID 1536317380]
9. DUBROVSKI, Drago. General and special competences on crisis management. V: International Conference on Innovation and Management, July 12-15, 2011 Kuala Lumpur, Malaysia. [Kuala Lumpur: s. n.], 2011. 9 str. [COBISS.SI-ID 15561525]
10. DUBROVSKI, Drago. Additional knowledge needed in crisis management. V: DERMOL, Valerij (ur.), et al. Knowledge as business opportunity : proceedings of the Management, Knowledge and Learning International Conference 2011, 22-24 June 2011, Celje, Slovenia. Celje: International School for Social and Business Studies, 2011. Str. 159-166. MakeLearn. ISBN 978-961-92486-3-8. ISSN 2232-3309. [COBISS.SI-ID 3987927]
11. DUBROVSKI, Drago. Economic psychology in crisis management. V: LEA, S. E. G. (ur.). Proceedings of the 2011 Conference of the International Confederation for the Advancement of Behavioral Economics and Economic Psychology. Exeter: Washington Singer Press, cop. 2011. 5 str. [COBISS.SI-ID 15562549]
12. 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]
13. DUBROVSKI, Drago. Razvojno spremninjanje 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 publikaciji**

1. DUBROVSKI, Drago. Changing culture and ethics as an integral part of a comprehensive restructuring of a company. V: ÇALIYURT, Kiyet Tunca (ur.). New approaches to CSR, sustainability and accountability. Vol. 2. Singapore: Springer, cop. 2021. Str. 77-91. Accounting, finance, sustainability, governance & fraud. ISBN 978-981-33-6808-8, ISBN 978-981-33-6807-1. ISSN 2509-7881. [https://link.springer.com/chapter/10.1007/978-981-33-6808-8\\_5](https://link.springer.com/chapter/10.1007/978-981-33-6808-8_5). [COBISS.SI-ID 91473923]
2. DUBROVSKI, Drago. Crisis resolution through insolvency proceedings in modern times : the perspective of Slovenian practice. V: ÖZSUNGUR, Fahri (ur.). Bankruptcy and reorganization in the digital business era. Hershey (PA.): IGI Global, cop. 2023. Str. 38-59. Advances in business strategy and competitive advantage book series. ISBN 978-1-6684-5181-6. ISSN 2327-3429. <https://www.igi-global.com/book/bankruptcy-reorganization-digital-business-era/294348#description>, DOI: 10.4018/978-1-6684-5181-6.ch004. [COBISS.SI-ID 150311683]
3. DUBROVSKI, Drago. Maintaining global competitiveness even in a period of global crisis : the perspective of small economies. V: DE MORAES, Ailson J. (ur.). Strategic management and international business policies for maintaining competitive advantage. Hershey: IGI Global, 2023. Str. 168-188, ilustr. Advances in business strategy and competitive advantage (ABSCA) book series. ISBN 978-1-6684-6845-6. <https://www.igi-global.com/gateway/chapter/326740>, DOI: 10.4018/978-1-6684-6845-6.ch009. [COBISS.SI-ID 167180291]
4. DUBROVSKI, Drago. Fraud as a distinctive part of management mistakes in countries in transition. V: ÇALIYURT, Kiyet 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]
5. 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]

## **2.01 Znanstvena monografija**

1. DUBROVSKI, Drago. Razsežnosti kriznega managementa : zbirka primerov. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2025. ISBN 978-961-6813-54-9. [COBISS.SI-ID 245907459]

2. DUBROVSKI, Drago, DERMOL, Valerij (glavni urednik). Razsežnosti kriznega managementa. 2. izd. Celje: Mednarodna fakulteta za družbene in poslovne študije, 2022. 432 str., ilustr., graf. prikazi. Znanstvene monografije MFDPS. ISBN 978-961-6813-49-5. ISSN 2232-2116. [COBISS.SI-ID 93035523]