

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Upravljanje sprememb
Course title: Management of change

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Socialni menedžment, prva	Program nima smeri.	Tretji	Peti
Social management, first	The programme has no field.	Third	Fifth

Vrsta predmeta / Course type

Obvezni / Compulsory

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
30	/	45	/	/	105	6

Nosilec predmeta / Lecturer:

Dr. Tamara B. Valič (venia legendi et examinandi)

**Jeziki /
Languages:**

**Predavanja /
Lectures:** Slovensko / Slovenian, Angleško / English

Vaje / Tutorial: Slovensko / Slovenian, Angleško / English

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

Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

Prerequisites:

Before entering the exam, student must prepare and defend empirical seminar report.

Vsebina:

1. Uvod:
 - namen in vsebina predmeta,
 - načini ocenjevana,
 - študijska literatura.
2. Uvod v teorijo organizacij:
 - definicija organizacije,
 - organizacijska struktura,
 - oblikovanje organizacije (Faylova načela projektiranja organizacije),
 - analiza organizacije (značilnost razmerij, značilnost strukture),

Content (Syllabus outline):

1. Introduction:
 - purpose and content of the course,
 - methods of assessment,
 - main readings.
2. Introduction to theory of organization:
 - definition of organization,
 - organizational structure,
 - formation of organizations (Fayl principles of organization design).
 - analysis of organization (characteristics of relationships, characteristics of

- mehanistična organizacija.
3. Oblike organizacijskih struktur:
 - enostavna organizacijska struktura,
 - poslovno-funkcijska organizacijska struktura,
 - produktno-matrična struktura,
 - decentralizirana ali poslovno-enotna struktura,
 - organizacijske strukture za vključitev projektov,
 - druge organizacijske strukture.
 4. Menedžment/upravljanje sprememb:
 - paradigma upravljanja sprememb,
 - kompleksnost in večplastnost sprememb,
 - spremembe v organizacijskih sistemih,
 - vrste organizacijskih sprememb,
 - narava sprememb.
 5. Obvladovanje organizacijskih sprememb:
 - kakovosten vidik,
 - Burke – Litwinov model,
 - proces obvladovanja organizacijskih sprememb,
 - proces obvladovanja transformacijskih sprememb,
 - proces obvladovanja transakcijskih sprememb.
 6. Upravljanje človeških virov:
 - delovne vrednote,
 - občutenje pri delu,
 - Human Resources Management,
 - pomen voditeljstva.
 7. Sodobni pristopi k obvladovanju organizacijskih sprememb:
 - sodobni modeli.
 8. Nova paradigma obvladovanja organizacijskih sprememb:
 - temeljni gradniki,
 - vpliv ključnih organizacijskih dejavnikov,
 - pomen posameznika.

- structure),
- mechanistic organization.
3. Forms of organizational structures:
 - simple organizational structure,
 - business-functional organizational structure,
 - product-matrix organizational structure,
 - decentralized or business-uniform structure,
 - organizational structures for projects inclusion,
 - other organizational structures.
 4. Management of change:
 - change management paradigm,
 - complexity of changes,
 - changes in organizational systems,
 - types of organizational changes,
 - nature of changes.
 5. Management of organizational change:
 - quality aspect,
 - Burke-Litwin model,
 - process of management of organizational changes,
 - process of management of transformational changes,
 - process of management of transactional changes.
 6. Human Resources Management:
 - work values,
 - feeling at work,
 - HRM paradigm,
 - importance of leadership.
 7. Contemporary approaches to management of organizational changes:
 - contemporary models.
 8. New paradigm to management of organizational changes:
 - fundamental building blocks,
 - impact of key organizational factors,
 - importance of individual.

Temeljni literatura in viri / Readings:

Damij, Nadja In Damij Talib (2014): *Process Management: A Multi-disciplinary Guide to Theory, Modeling, and Methodology (Progress in IS)*.

Burke, W.W. (2002): *Organization change: theory and practice*. Thousand Oaks, California: Sage Publications.

Vila, A. (2000): *Organizacija v postmoderni družbi*. Kranj: Moderna organizacija.

Adizes, I. (1996): *Obvladovanje sprememb*. Ljubljana: Gospodarski vestnik.

- različni internetni viri / different internet sources
- dodatna literatura s strani nosilca / additional literature proposed by lecturer

Cilji in kompetence:

- Poznavanje in razumevanje procesov, procesno zasnovane organizacije ter sposobnost obvladovanja nenehnega izboljševanja;
- Sposobnost analize, sinteze ter fleksibilne uporabe znanja v praksi;
- 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;
- Sposobnost interdisciplinarnega povezovanja znanj različnih predmetov;
- Internalizacija gradnikov sodobne organizacijske teorije, temelječe na organizaciji kot ciljno usmerjenih razmerij med ljudmi;
- Poznavanje in razumevanje avtopoietičnega koncepta obvladovanja kakovosti in odličnosti, temelječega na spiralno-vijačnem zaporedju planiranja, izvedbe, preverjanja in ukrepanja;

Objectives and competences:

- Knowledge and understanding of processes, process-based organization, and the ability to handle continuous improvement;
- Ability to analyze, synthesize, and flexible use of knowledge in practice;
- Ability to manage organizational changes in the organization in response to changes in the environment.
- Sensitivity to people, guiding relationships between them and the development of communication skills in the domestic and international environment;
- Ability of interdisciplinary knowledge of different subjects;
- The internalisation of components in modern organizational theory, based on organization as targeted relationships between people;
- Knowledge and understanding of avtopoietičnega concept of quality management and excellence, based on a spiral-screw succession planning, implementation, verification and response;
- Ability to understand and use modern

- Sposobnost razumevanja in uporabe sodobnih teorij organizacije v praktičnem okolju;
- Obvladovanje metodologije in tehnologije raziskovanja na področju organizacijskih študij;
- Sposobnost prepoznavanja, obvladovanje in nenehna izboljševanja procesov v organizaciji ter njihove povezave v celovit sistem procesov;
- Usposobljenost za obvladovanje in nenehno izboljševanje dela v proizvodnih oziroma storitvenih organizacijah.

theories of organizations in the practical environment;

- Management methodology and technology research in the field of organizational studies;
- The ability to identify, control and continuous improvement of processes in the organization and its links to a comprehensive system of processes;
- Ability to manage and continually improve the production and service organizations.

Predvideni študijski rezultati:

Znanje in razumevanje:

- poznavanje pomena in večplastnosti obvladovanja sprememb,
- poznavanje vloge in pomena obvladovanja sprememb,
- poznavanje in uporaba sodobnih pristopov, modelov in orodij za izboljševanje procesa obvladovanja sprememb,
- poznavanje področja trenutnih aktualnih dogajanj na področju obvladovanja sprememb,
- refleksija kompleksnosti strokovnih in družbenih nalog zaposlenih pri obvladovanju sprememb,
- poznavanje umeščenosti menedžmenta družbenih sprememb v širših družbenih, kulturnih in vrednotnih kontekstih.

Intended learning outcomes:

Knowledge and understanding:

- knowledge of the importance and complexity of change managing,
- knowledge of role and importance of change management,
- knowledge and application of contemporary approaches, models and tools for improving the process of change management,
- knowledge of the contemporary and current developments in the field of change management,
- reflection of the complexity of professional and social duties of employees in the management of change,
- knowledge of the placement of social change management in the broader social, cultural and value contexts.

Metode poučevanja in učenja:

- predavanja z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov),
- seminarske vaje v povezavi s prakso (projektno delo, timsko delo, socialne igre...),
- konzultacije (pogovori, dodatna razlaga,

Learning and teaching methods:

- lectures with active participation of students (explanation, discussion, questions, examples, problem solving),
- seminar tutorial in relationship with practice (project and team work, social games...),
- consultation (discussion, additional explanation, dealing with specific issues).

obravnavava specifičnih vprašanj).

Delež (v %) /

Weight (in %) **Assessment:**

Načini ocenjevanja:

Način (pisni izpit, ustno izpraševanje, naloge, projekt)	Delež (v %) / Weight (in %)	Type (examination, oral, coursework, project):
<ul style="list-style-type: none">Pisni/ustni izpit	60%	<ul style="list-style-type: none">Written/oral examination
<ul style="list-style-type: none">Empirična seminarska naloga s poročili seminarskega dela in vaj ter predstavitev naloge	40%	<ul style="list-style-type: none">Empirical seminar report with reports of seminar work and tutorials, and presentation of tasks

Reference nosilca / Lecturer's references:

Besednjak Valič, Tamara. Putting ethical issues of tourism industry in socio/economic perspective, the Slovenian case of Goriška region. *Innovative issues and approaches in social sciences*, 2011, vol. 4, no. 1, str. 45-67.

Cepoi, Victor, Besednjak Valič, Tamara, Rončević, Borut. Innovations as a policy tool for societal transformations. V: *Differences, inequalities and sociological imagination : abstract book*. [S. l.]: European Sociological Association (ESA); Prague: Institute of Sociology of the Czech Academy of Sciences, [2015], str. 1574-1575.

Rončević, Borut, Šušteršič, Janez, Wostner, Peter, Besednjak Valič, Tamara. Quo vadis Slovenia? Between framework conditions and internal capabilities. *Managing global transitions*, Winter 2010, vol. 8, no. 4, str. 353-380.

Rončević, Borut, Šušteršič, Janez, Wostner, Peter, Besednjak Valič, Tamara. Quo vadis Slovenia? Between framework conditions and internal capabilities. *Managing global transitions*, Winter 2010, vol. 8, no. 4, str. 353-380.