

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Teorija organizacije
Course title:	Organization Theory

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Socialni menedžment (UN), prva stopnja / Social management (BSc), first level	/	2.,3.	4.,6.

Vrsta predmeta / Course type Izbirni/Optional

Univerzitetna koda predmeta / University course code:

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	40	0	0	120	6

Nosilec predmeta / Lecturer: izr. prof. dr. Andrej Raspor/ Associate Professor Andrej Raspor, Ph.D

Jeziki / Languages:	Predavanja / Lectures:	Slovensko / Slovenian, Angleško / English
	Vaje / Tutorial:	Slovensko / Slovenian, Angleško / English

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

Pogoj za vključitev v delo je vpis v 2. letnik študija.

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

Prerequisites:

The condition for inclusion is the entry in the second year of study.

Student / student must, before entering the exam to prepare and defend a empirically paper.

Vsebina:

- Pojem, pomen in vrste organizacij. Različni pogledi na organizacijo. Osnovni pomeni besede organizacija. Cilji in organizacija. Zakonitosti, metode in načela organizacije.
- Oris razvoja organizacijske znanost. Predmet proučevanja organizacijske znanosti. Opredeljevanja razvojnih stopenj

Content (Syllabus outline):

- The concept and role of organizations. Different views of the organization. The basic meanings of the word organization. Objectives and organization. Legality, methods and principles of the organization.
- Overview of the development organizational science. Subject in the study

znanstvene organizacije. Razvrstitev organizacijskih teorij. Pomembnejši vidiki organizacijskih proučevanj po posameznih razvojnih stopnjah. Primerjava ameriške in evropske teorije organizacije.

- Organizacijske strukture in strukture organiziranosti. Pojem organizacijskih struktur in strukture organiziranosti. Vplivni dejavniki za organiziranje struktur. Cilji in načela strukturiranja sodobne organizacije. Vrste struktur organiziranosti z vidika dela in celote.
- Metode raziskovanja organizacijske urejenosti. Pojem entropije. Postopek analiznega ocenjevanja organiziranosti. Metode za analizo ocenjevanje organizacije.
- Organiziranje funkcij. Pojem poslovne funkcije. Izbira organizacijskih funkcij. Vsebina dela organizacijskih funkcij.
- Projektiranje modelov organiziranosti. Pojem projektiranja organiziranosti. Strategije pristopanja k projektiranju modelov organiziranosti. Pojem in postopek projektiranja modelov organiziranosti. Metode za projektiranje modelov organiziranosti. Kompleksno matrična metoda projektiranja modelov organiziranosti.
- Organiziranje dela. Analiza dela in delavcev. Organiziranje dela. Organiziranje porabe delovnega časa.
- Vrednotenje dela. Vrednotenje dela in plače. Struktura plač v organizaciji. Metode vrednotenja dela. Izražanje izidov vrednotenja. Merske značilnosti metod za vrednotenje dela.
- Organizacijsko urejanje procesov. Pojem procesa. Organizacijska sredstva in tehnike prikazovanja organiziranosti procesov. Verbalne in grafične oblike prikazovanja organiziranosti procesov.
- Organiziranje skupinskega dela. Vzroki za pospešeni razvoj in uvajanje timske organizacije. Zunanje značilnosti učinkovite delovne skupine. Osrednje spremenljivke skupinskega dela. Kako sestaviti popoln

of organizational science. Identifying the developmental stages of the scientific organization. Classification of organizational theories. The most important aspect of organizational examinations at different developmental stages. Comparison of American and European theories of organization.

- Organizational structure and the structure of the organization. The concept of organizational structures and organization structures. Influencing factors for organizing structures. Objectives and principles of structuring modern organizations. Types of organizational structures in terms of work and whole.
- Research Methods of organizational tidiness. The concept of entropy. The process of analytical evaluation of the organization. Analytical methods for the assessment of the organization.
- Organizing functions. The concept of business functions. Choice of organizational functions. Contents of organizational functions.
- Projecting of Organizational models. The concept of the projecting organization. Accession strategy to the projecting of organizational models. The concept and process of projecting organizational model. Methods of projecting organizational model. Complex Matrix Method of projecting organizational models.
- Work organization. Analysis of the work and the workers. Work organization. Organizing of working time.
- Evaluation of the work. Evaluation of work and salary. The structure of wages in the organization. Methods of job evaluation. Expression of the results of the evaluation. The characteristics of Measurement methods for evaluating the work.
- Organizational processes management. The concept of the process. Organizational resources and display techniques of organization processes. Verbal and graphic

tim. Spoznavanje vlog v timu. Navodila za ustvarjalno delo v skupini. Pravila skupnega ustvarjanja. Metode in tehnike skupinskega ustvarjanja. Povezovanje delovnih skupin v organizacijsko zgradbo.

- Organizacijske strategije. Pojem in opredelitev strategije. Stopnje nastajanja strategije. Opredelitev poslanstva organizacije. Strateška analiza. Izbira strategije. Dolgoročni cilji. Integriran program. Finančna projekcija. Direktorjev povzetek.
- Kultura organizacije. Spremenjene razmere dela in poslovanja. Poskusi opredelitve organizacijske kulture. Značilnosti organizacijske kulture. Organizacijska kultura in sorodni pojmi. Analiza in spremljanje organizacijske kulture. Vrste organizacijskih kultur.
- Spreminjanje sodobne organiziranosti. Značilnosti učinkovitih in uspešnih organizacij. Klasični pristopi spreminjanja organiziranosti. Spreminjanje organizacij v časovni razsežnosti. Celostni 7-S model spreminjanja kompleksne organiziranosti. Vrste sprememb z vidika vsebine in obsega sprememb. Organizacijski razvoj kot sredstvo spreminjanja organiziranosti.
- Obvladovanje ekonomike organizacije. Organizacija kot dejavnik. Rezultati kot posledica dejavnikov. Sodobni pristopi, metode in orodja obvladovanja ekonomike organizacije.

display options of the organization processes.

- Organizing group work. The reasons for the accelerated development and introduction of team organization. External features of an effective working group. The core variables of group work. How to put together a complete team. Getting to know the role in a team. Instructions for the creative work of the group. Terms of a joint creation. Methods and techniques of collective creation. Integration of the working groups in the organizational structure.
- Organizational strategies. The concept and definition of strategy. Generation rates strategy. The definition of the organization's mission. A strategic analysis. Choosing the strategy. Long-term objectives. The integrated program. Financial projections. Directors summary.
- Culture of the organization. Changed conditions of work and business. Attempts to the definition organizational culture. Characteristics of the organizational culture. Organizational culture and related concepts. The analysis and monitoring of organizational culture. Types of organizational cultures.
- Modifying the modern organization. Characteristics of effective and efficient organizations. Classical approaches to change the organization. Changing organizations in the time dimension. Integrated 7-S model of modifying complex organization. Types of changes in terms of content and scope of the changes. Organizational development as a tool of changing the organization.
- Management of economics of organization. The organization as a factor. The results as a result of factors. Modern approaches, methods and tools for managing the economics of organizations.

Temeljni literatura in viri / Readings:

- Raspor, A. Nežič, M. (url) (2019): *Od organizacije do kompetenc (From the organization to the competence)*. Dolga Poljana: Perfectus.
- Raspor, A. Nežič, M. (url) (2019): *Upravljanje organizacije in vodenje sodelavcev (Organization Management and Leadership)*. Dolga Poljana: Perfectus.
- Raspor, A. Nežič, M. (url) (2019): *Dolgoročni razvoj sodelavcev in podjetja (Long-term development of employees and company)*. Dolga Poljana: Perfectus.
- Raspor, A. (2019): *Od teorije organizacije do sistemizacije in organizacije dela (From organization theory to systemization and organization of work)*. Dolga Poljana: Perfectus.
- Ivanko, Š. (2004): *Temelji organizacije*. Ljubljana: Fakulteta za upravo.
- Morgan, G. (2004): *Podobe organizacij*. Ljubljana: Fakulteta za družbene vede.
- Ovsenik, M., Ambrož, M. (2000): *Ustvarjalno vodenje poslovnih procesov*. Portorož: Visoka šola za turizem.
- Vila, A. (2000): *Organizacija v postmoderni družbi*. Kranj: Moderna organizacija.
- Assen Marcel van; Berg Gerben van den, Pietersma Paul (2010): *Key management models: the 60+ models every manager needs to know*. Harlow [etc.]: Financial Times/Prentice Hall.

Cilji in kompetence:

Učna enota prispeva k razvoju naslednjih splošnih in predmetno specifičnih kompetenc:

- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo),
- sposobnost za reševanje konkretnih družbenih in delovnih problemov z uporabo družboslovnih znanstvenih metod in postopkov,
- razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba v reševanju konkretnih družbenih in delovnih problemov,
- organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno –etičnih vprašanj,
- organizacijske in vodstvene spretnosti za organiziranje aktivnega in samostojnega dela,
- komuniciranje s strokovnjaki iz različnih področij gospodarskega in družbenega življenja ter z različnimi interesnimi skupinami,
- razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem,

Objectives and competences:

Learning Unit contributes to the development of generic and subject specific competences:

- ability to identify and exploit the opportunities offered in the working and social environment (which are shown as entrepreneurship and active citizenship),
- ability to solve concrete social and labor problems using social scientific methods and procedures,
- understanding and use of critical analysis and development theories and their application to solving concrete social and labor problems,
- organizational and leadership skills in organizations, including an understanding of individual and group values, value systems, by way of control professional and ethical issues,
- organizational and management skills for organizing active and independent work,
- communication with experts from different fields of economic and social life as well as with various stakeholders,
- understanding of relationships between individuals, organizations and social environment, the ability to complex system watch and functioning,

zmožnost za kompleksno sistemsko gledanje in delovanje,

- načrtovanje in obvladovanje sprememb ob oblikovanju celovite ocene stanja v organizaciji ali družbenem okolju z upoštevanjem različnih dejavnikov.

- planning and management of change having establishment of a comprehensive assessment of the state of the organization or social environment, taking into account various factors.

Predvideni študijski rezultati:

Znanje in razumevanje:

- pozna in razume pomen organizacije in organizacijskih procesov;
- pozna in razume vlogo organizacijske funkcije v poslovnih odnosih;
- razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost organizacije;
- pozna in uporablja pristope, modele in orodja organizacijske prakse s področja sodobnih teorij organizacije;
- uporablja osnovna znanja in veščine s področja organizacije;
- reflektira in kritično ovrednoti različne izkušnje iz področja organizacije;
- proaktivno in kritično spremlja in reflektira aktualno dogajanje na področju organizacije;
- v povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih v organizaciji;
- pozna in razume umeščenost organizacijske funkcije v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno proaktiven odnos do sveta.

Intended learning outcomes:

Knowledge and understanding:

- understands the importance of organization and organizational processes;
- understands the role of organizational functions in business relations;
- understands the interaction between factors that influence the effectiveness and efficiency of the organization;
- knows and uses approaches, models and tools of organizational practices in contemporary theories of organization;
- uses the basic knowledge and skills in the organization;
- reflects on and critically evaluates a variety of experiences in the field of the organization;
- proactively and critically monitors and reflects current developments in the field of organization;
- in relation to other objects knows, understands and reflects the complexity of professional and social tasks of the employees in the organization;
- knows and understands the organizational function in a broader social, cultural and value context and with the reflection of these contexts develops intellectually proactive attitude to the world.

Metode poučevanja in učenja:

- Predavanja z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov);
- Seminarske vaje v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija);

Learning and teaching methods:

- Lectures with the active participation of students (presentation materials, interviews, questions, examples, problem solving);
- Tutorial in conjunction with the practice (reflection of experience, project work, team work, critical thinking, discussion, feedback, social games, excursion);

<ul style="list-style-type: none"> • Individualne in skupinske konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj); • Uporaba spletne učilnice oziroma drugih sodobnih IKT orodij; • Animacija samostojnega študija in raziskovanja (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje). 	<ul style="list-style-type: none"> • Individual and group consultations (interviews, additional explanation, specific questions); • Use of online classroom or other contemporary ICT tools; • Animation of independent study and research (motivation, guidance, self-observation, self-regulation, reflection, self-assessment).
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Načini ocenjevanja:	Delež (v %) / Weight (in %)	Assessment:
<p>Načini:</p> <ul style="list-style-type: none"> • Pisni/ustni izpit • Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge • Sodelovanje na predavanjih in vajah <p>Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.</p>	<p>50 %</p> <p>25 %</p> <p>25 %</p>	<p>Types:</p> <ul style="list-style-type: none"> • Written /oral exam • Empirical seminar reports and presentations of project work tasks • Participation in Lectures and Laboratory Exercises <p>Grading is in accordance with the Faculty's evaluation Ordinance.</p>

Reference nosilca / Lecturer's references:

<p>Knjige/Books</p> <ul style="list-style-type: none"> • RASPOR, A. <i>Trajnostni turizem v Zahodno Balkanski regiji (Sustainable tourism in the Western Balkan region)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A. NEŽIČ, M., url. <i>Od organizacije do kompetenc (From the organization to the competence)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A. NEŽIČ, M., url. <i>Upravljanje organizacije in vodenje sodelavcev (Organization Management and Leadership)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A. NEŽIČ, M., url. <i>Dolgoročni razvoj sodelavcev in podjetja (Long-term development of employees and company)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A. <i>Teorija preobrata podjetja v krizi s študijo primera (Company in crisis turnover theory with case studies)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A. <i>Menedžment igralniško-zabavišnega turizma: primeri in navodila iz prakse (Gambling and entertainment tourism management: examples and practical instructions)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A. <i>Od teorije organizacije do sistemizacije in organizacije dela (From organization theory to systemization and organization of work)</i>. Dolga Poljana: Perfectus, 2019. • RASPOR, A., et al. <i>Strategy for fostering innovation in sustainable tourism for the Adriatic-Ionian region</i>. Dolga Poljana: Perfectus, 2018. • RASPOR, A., url. <i>Postavitev izhodišč za razvoj turizma za starejše in gibalno ovirane osebe (Setting the starting points for the development of tourism for older and disabled people)</i>. Dolga Poljana: Perfectus, 2018. • RASPOR, A. <i>Kako postaviti sistem inovacij v turizmu (How to set up a system of innovation in tourism)</i>. Dolga Poljana: Perfectus, 2018.

- RASPOR, A. *Nematerialno nagrajevanje (Nonmaterial reward)*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A. *Strateško planiranje*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2018.
- RASPOR, A., LACMANOVIĆ, D., POPOVIĆ, M. *Chinese tourists in Western Balkan: facts and forecast*. Dolga Poljana: Perfectus, 2018.
- RASPOR, A., LABOVIĆ, B. D. *Dinamična sistemizacija delovnih mest*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2017.
- RASPOR, A. *Prepletenost motivacijskih teorij in teorij menedžmenta v sistemih nagrajevanja*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2017.
- RASPOR, A. *Napitnine: Orodje za povečanje učinkovitosti poslovanja podjetja*. Murska Sobota: BoMa, 2016.
- RASPOR, A. *Kako do izboljšanja kakovosti gostinske storitve (Improving quality in the hospitality industry)*. Murska Sobota: BoMa, 2016.
- RASPOR, A., LACMANOVIĆ, D., STRANJANČEVIĆ, A., BULATOVIĆ, I. *Chinese tourists in Slovenia and Montenegro: preferences, characteristics and trip motivation*. Vega Press, 2016.

Članki/ Articles

- MACUH, B., RASPOR, A., SRAKA, M., KOVAČIČ, A. Media exposure and education of first to six grade children from slovenia-parent opinions. *International Journal of Cognitive Research in Science, Engineering and Education*, 2018, 6(3), 49-58.
- MACUH, B., RASPOR, A. Duhovna oskrba starejših v domovih za starejše (Spiritual support of elderly in homes for the elderly). *Bogoslovni vestnik: glasilo Teološke fakultete v Ljubljani*, 2018, 78(2), 641-660.
- KOVAČIČ, A., MACUH, B., RASPOR, A., SRAKA, M., ŠKABAR, M. Starši kot medijski opismenjevalci osnovnošolskih otrok prve in druge triade (Parents as media educators of primary school children of the first and second triad?). *Pedagoška obzorja: časopis za didaktiko in metodiko*, ISSN 0353-1392, 2018, letn. 33, št. 2, str. 20-37.
- BULATOVIĆ, I., STRANJANČEVIĆ, A., LACMANOVIĆ, D., RASPOR, A. Casino Business in the Context of Tourism Development (Case: Montenegro). *Social Sciences*, 2017, 6(4), 146.
- RASPOR, A. DIVJAK M. What is tipping in post-communist countries? A case study from Slovenia. *Teorija in praksa*, 2017, 54(6), 1023-1039.
- ROZMAN, T., STJEPANOVIĆ, T. K., RASPOR, A. An Analysis of Web-based Document Management and Communication Tools Usage Among Project Managers. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, 2017, 8(1), 1-24.
- KOVACIC, A., PODGORNIK, N., PRISTOV, Z., RASPOR, A. Mobbing in a Non-Profit Organisation. *Organizacija*, 2017, 50(2), 178-186.
- RASPOR, A., KOBAL, T., RODIČ, B. Chinese tourists—are they an opportunity for the Slovene and Croatian tourist industry? *Tourism and hospitality management*, 2012, 18(1), 111-125.

Pedagoška dejavnost/ Pedagogical activity

- Pokriva predmetna področja: Turizem; Igralništvo; Trženje; Teorija organizacije; Organizacije in menedžmenta; HRM; Tehnološki razvoj v podjetništvu; / It covers subject areas: Tourism; Gambling; Marketing; Organization theory; Organization and management; HRM; Technological development in entrepreneurship.

Delovne izkušnje/ Work experience

- 33 let, od tega 15 let na vodilnih delovnih mestih/ 33 years, including 15 years in management positions mednarodni projekti, raziskave, predavanje /International project management, research, lecture (2011- in progress).