

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Strateško planiranje
Course title: Strategic Planning

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	/	3.	5.

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
20	0	40	0	0	120	6

Nosilec predmeta / Lecturer:

izr. prof. dr. Simona Kukovič / Associate Professor Simona Kukovič, 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:

Vpis v tekoči letnik dodiplomskega študija.

Prerequisites:

Enrolment in the current study year.

Vsebina:

Content (Syllabus outline):

- Vodenje kot osnova strateškega planiranja (opredelitev, razumevanje, konceptualizacija, disciplinarne korenine)
- Modeli in pristopi k vodenju in strateškemu planiranju
- Strateško upravljanje kadrov ter analiza notranjega in zunanjega okolja organizacije
- Razumevanje pojma strateško planiranje
- Faze strateškega načrtovanja v organizaciji (analiza stanja in predvidevanje, oblikovanje strateških ciljev, izvajanje, ocena, reality checks)
- SWOT matrika v funkciji strateškega planiranja
- Strateško planiranje v praksi

- Leadership as a basis for strategic planning (definition, understanding, conceptualization, disciplinary roots)
- Models and approaches to leadership and strategic planning
- Strategic human resources management and analysis of the internal and external environment of the organization
- Understanding the concept of strategic planning
- Phases of strategic planning in the organization (situation analysis and forecasting, formulation of strategic objectives, implementation, evaluation, reality checks)
- SWOT matrix in the function of strategic planning;
- Strategic planning in practice

Temeljni literatura in viri / Readings:

- Brezovšek, M., Kukovič, S. (2014): *Javno vodenje: sodobni izzivi*. Ljubljana: Fakulteta za družbene vede.
- Hughes, M. (2019): *Managing and Leading Organizational Change*. London and New York: Routledge.
- Ward, James D. (ur.). (2017): *Leadership and Change in Public Sector Organizations, Beyond Reform*. London and New York: Routledge.
- Možina S. in ostali (2002): *Management kadrovskih virov*. Ljubljana: Fakulteta za družbene vede.
- Kaplan, R. S., Nortob, D. P. (2001): *Strateško usmerjena organizacija*. Ljubljana: GV Založba.
- Bea, X.F., Haas, J. (1997): *Strategic Management*. Blackwell Publishing, Oxford.
- literatura, ki je del sprotnega dela in jo študenti prejmejo na srečanjih

Cilji in kompetence:

- poznavanje in razumevanje družbenih procesov;
- poglobljeno razumevanje organizacijskega okolja s pomočjo analiz pred strateškim načrtovanjem;
- razvoj kritične in samokritične presoje postavljene strategije;
- sposobnost povezovanja in obvladovanja temeljnega znanja strateškega planiranja, ter uporaba tega v praksi;
- razumevanje in uporaba metod analize in razvoja strategij ter njihova uporaba v

Objectives and competences:

- knowledge and understanding of social processes;
- in-depth understanding of the organizational environment through analysis before strategic planning;
- development of critical and self-critical assessment of the set of strategies;
- the ability to connect and control basic knowledge of strategic planning and use this in practice;
- understand and use methods of analyses and development strategies and their use in

reševanju konkretnih problemov v podjetju;

- razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje v procesu strateškega planiranja;
- razumevanje odnosov med organizacijo in okoljem v procesu strateškega planiranja.

solving concrete problems in the company;

- understanding of relationships between individuals, organizations and social environment, the ability to understand a complex system functioning in the process of strategic planning;
- understanding the relationship between the organization and the environment in the process of strategic planning.

Predvideni študijski rezultati:

Znanje in razumevanje:

- ključnih teoretskih pristopov v strateškem planiranju;
- celovit pregled področja z metodološkimi prijemi za celovito obvladovanje strateškega planiranja;
- ustrezna analiza okolja in organizacije, prepoznavna nevarnosti in prednosti, v smislu postavitve učinkovite strategije;
- oblikovanje razvojnih strategij za podjetje;
- spremljanja in kontrole postavljenega strateškega plana.

Intended learning outcomes:

Knowledge and understanding:

- the key theoretical approaches strategic planning;
- a comprehensive overview of methodological approaches for the comprehensive management of strategic planning;
- appropriate analyse of the environment and the organization, recognize the risks and advantages in terms of setting up an efficient strategy;
- formulation of development strategies for the company;
- monitoring and control set up strategic plan.

Metode poučevanja in učenja:

- Predavanja z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov);
- Vaje na seminarski način (refleksija prebranih besedil in lastnih izkušenj, timsko delo, metode kritičnega mišljenja, diskusija, sporočanje povratne informacije, socialne igre);
- Vaje, ki temeljijo na izkušnjskem, sodelovalnem in problemskem učenju (samostojno učenje, diskusija, razlaga, opazovanje, timsko delo, študija primera,

Learning and teaching methods:

- Lectures with active participations by the students (explanation, discussion, questions, cases, problems solving);
- Seminars (reflections of the read texts and own experience, team work, methods of critical thinking, discussions, reporting feedback information, social games);
- Seminars based on experience based learning, participation in problem learning (independent study, discussion, explanation, observation, team work, case study, methods of critical reading and writing,

<p>metode kritičnega branja in pisanja, evalvacija, samoocenjevanje);</p> <ul style="list-style-type: none"> • Individualne in/ali skupinske konzultacije (diskusija, dodatna razlaga, obravnava specifičnih vprašanj); • Uporaba spletne učilnice oziroma drugih sodobnih IKT orodij; • Možnost oblikovanje portfolija in samostojen študij (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija). 	<p>evaluation, self-evaluation);</p> <ul style="list-style-type: none"> • Individual and/or groups consultations (discussion, additional explanation, dealing with specific issues); • Use of online classroom or other contemporary ICT tools; • Possibility of portfolio formation and independent study (motivating, guiding, self-observing, self-tuning, reflection).
---	---

Načini ocenjevanja:	Delež (v %) / Weight (in %)	Assessment:
<p>Načini:</p> <ul style="list-style-type: none"> • Delo v okviru seminarskih vaj in individualno (kratki teksti, refleksije, aktivno sodelovanje) • Ustni ali pisni izpit <p>Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.</p>	<p>30%</p> <p>70%</p>	<p>Types:</p> <ul style="list-style-type: none"> • Work within the seminars and individually (short texts, reflections, active participation) • Oral or written examination <p>Grading is in accordance with the Faculty's evaluation Ordinance.</p>

Reference nosilca / Lecturer's references:

BREZOVŠEK, Marjan in KUKOVIČ, Simona. *Javno vodenje: sodobni izzivi*. Ljubljana: Fakulteta za družbene vede, 2014.

KUKOVIČ, Simona. How to lead a locality: evidence from local political leaders in Slovenia. *Croatian and Comparative Public Administration* 17(2): 167–187, 2017.

KUKOVIČ, Simona. Local government fighting COVID-19: the case of Slovenian municipalities. *Politics in Central Europe* 17(4): 637–650, 2021.

KUKOVIČ, Simona. Rethinking local political leadership. V: STARE, Janez, PEČARIČ, Mirko. *The science of public administration*. Ljubljana: Faculty of Public Administration, 2021. str. 209–225.

Celotna bibliografija dr. Kukovič je dostopna v sistemu Cobiss/Sicris pod šifro raziskovalke 33786.