

## 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 (VS) / Social management (BA)	Program nima smeri / Program has a single course	Drugi / Second	Tretji / Third
Prva stopnja / First level			

**Vrsta predmeta / Course type**

Obvezni / Obligatory

**Univerzitetna koda predmeta / University course code:**

SP / SP

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

**Nosilec predmeta / Lecturer:**

prof. dr. Andrej Raspor / Prof. Andrej Raspor, Ph.D.

**Jeziki /  
Languages:**

**Predavanja /  
Lectures:** Slovenski / Slovenian, Angleški / English

**Vaje / Tutorial:** Slovenski / Slovenian, Angleški / English

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

Študent/študentka mora pred pristopom k zagovoru empirične seminarske naloge izvesti uspešno (najmanj 75 %) samoevalvacijo pojmov povezanih s teorijo.

**Prerequisites:**

All students are required to successfully conduct a self-assessment of their theoretical knowledge (with at least 75% marks) in order to deliver the oral defence of their empirical paper.

**Vsebina:**

- Uvod v oblikovanje poslovne strategije organizacije
- Poslanstvo in vizija
- Ključne teorije za oblikovanje strategije podjetja
- Pomembni faktorji, ki vplivajo na oblikovanje strategije
- Organizacija in strateško planiranje
- Poslovne funkcije organizacije

**Content (Syllabus outline):**

- Introduction to Strategic Planning
- Mission and Vision
- Key Theories of Strategic Planning
- Key Factors in Strategic Planning
- Organization and Strategic Planning
- Organizational Functions
- Organizational Structures
- Organization Design and Turnaround
- Turnaround Management During Crisis

- Organizacijske strukture in strukture organiziranosti
- Projektiranje organizacije v času strateških preobrazb
- Preobrat podjetja v krizi



### Temeljni literatura in viri / Readings:

Raspor, Andrej (2021): *Strateško planiranje (Strategic planning)*. Dolga Poljana: Perfectus.

Raspor, Andrej (2022): *Vaje iz strateškega planiranja (Strategic planning: student workbook)*. Dolga Poljana: Perfectus.

### Dodatna literatura / Additional readings

Hitt, Michael A., Ireland, Duane R., & Hoskisson, Robert E. (2017): *Strategic management: Competitiveness & globalization*.

Drumaux, Anne, Joyce, Paul (2018): *Strategic management for public governance in Europe*.

Johnson, Debra, Turner, Colin (2016): *European business*. London: Routledge.

Kaplan, Robert S., Norton, David P., Česen, Tina, Mejak, Tea, Trajkovski, Sveto (2001): *Strateško usmerjena organizacija: kako podjetja, ki uporabljajo uravnoteženi sistem kazalnikov, uspevajo v novem poslovnem okolju (A Strategic Organization: How Companies Using a Balanced Scorecard Succeed in the New Business Environment)*. GV založba.

Spender, J. C. (2015): *Business strategy: Managing uncertainty, opportunity, and enterprise*. Oxford: Oxford University Press.

### Cilji in kompetence:

Pridobljene splošne kompetence:

- sposobnost načrtovanja, usklajevanja, nadzorovanja in vrednotenja aktivnosti v organizaciji, še posebno na področju socialnih dejavnosti;
- razvoj kritične in samokritične presoje;
- sposobnost fleksibilne uporabe znanja v praksi;
- razumevanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje v strokovnem delu;
- sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima oz.

### Objectives and competences:

Acquisition of general competences:

- ability to recognise and exploit opportunities provided in the working and social environment and manifest themselves as entrepreneurial spirit and active citizenship.
- development of critical and self-critical judgement;
- the ability of the flexible use of knowledge in practice;
- understanding the importance of quality, and striving for quality professional work through autonomy (self) criticism, (only) and reflexivity (self) evaluation of the technical work;
- ability to teamwork, i.e. willingness to cooperate, cooperation, respect the

<p>skupine;- sposobnost interdisciplinarnega povezovanja različnih strokovnjakov;</p> <ul style="list-style-type: none"> <li>• zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo);</li> <li>• sposobnost zagona strategij oziroma pretvorbe strategij v projekte.</li> </ul> <p>Pridobljene predmetno-specifične kompetence:</p> <ul style="list-style-type: none"> <li>• razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje;</li> <li>• sposobnost pridobivanja, selekcije, ocenjevanja in umeščanja novih informacij in zmožnost interpretacije v kontekstu družboslovja;</li> <li>• razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba v reševanju konkretnih družbenih in delovnih problemov;</li> <li>• organizacijske in vodstvene spretnosti v organizacijah, ob razumevanju individualnih vrednot in skupinskih vrednotnih sistemov, z obvladovanjem profesionalno - etičnih vprašanj;</li> <li>• komuniciranje s strokovnjaki iz različnih področij gospodarskega in družbenega življenja ter z različnimi interesnimi skupinami;</li> <li>• sposobnost za upravljanje s časom, za samopripravo in načrtovanje ter samokontrolo izvajanja načrtov.</li> </ul>	<p>opinions of others and fulfil roles within the team or group;</p> <ul style="list-style-type: none"> <li>• ability to recognise and exploit opportunities provided in the working and social environment and manifest themselves as entrepreneurial spirit and active citizenship;</li> <li>• ability to launch strategies or turn strategies into projects.</li> </ul> <p>Acquisition of course-specific competences:</p> <ul style="list-style-type: none"> <li>• understanding of relationships between individuals, organizations and the social environment, ability to complex systematic understanding and functioning;</li> <li>• the ability to collect, select, evaluate and include new information and the ability to interpret it in the context of social science;</li> <li>• understanding and application of the methods of critical analysis and development of theories and their application in solving concrete social and working issues;</li> <li>• organisational and leadership skills in the organisations combined with the understanding of individual values and group value systems, while comprehending the professional-ethical issues;</li> <li>• communication with the experts from various fields of economic and social life as well as with various interest groups;</li> <li>• the ability to manage time, to self-prepare and plan, and to self-control the implementation of plans.</li> </ul>
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**Predvideni študijski rezultati:**

<p>Znanje in razumevanje:</p> <ul style="list-style-type: none"> <li>• ključnih teoretskih pristopov v strateškem planiranju;</li> <li>• celovit pregled področja z metodološkimi prijemi za celovito obvladovanje strateškega planiranja;</li> <li>• ustrezna analiza okolja in organizacije, vključujoč (med)kulturno perspektivo; prepoznavna nevarnosti in prednosti, v smislu postavitve učinkovite strategije;</li> </ul>
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**Intended learning outcomes:**

<p>Knowledge and understanding:</p> <ul style="list-style-type: none"> <li>• the key theoretical approaches to strategic planning;</li> <li>• a comprehensive overview of methodological approaches for the comprehensive management of strategic planning;</li> <li>• appropriate analyse of the environment and the organization, including (inter)cultural perspective; recognize the risks and</li> </ul>
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- oblikovanje razvojnih strategij za podjetje;
- ciljna usmerjenost in pogled v prihodnost;
- uporaba SMART ciljev;
- spremljanja in kontrole postavljenega strateškega plana.

- advantages in terms of setting up an efficient strategy;
- formulation of development strategies for the company;
- targeted and forward looking;
- use SMART goals;
- monitoring and control of strategic plan that is set up.

#### 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)
- 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)

#### 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)
- 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)

Načini ocenjevanja:	Delež (v %) / Weight (in %)	Assessment:
<p>Načini:</p> <ul style="list-style-type: none"> <li>• Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge</li> <li>• Sodelovanje na predavanjih in vajah</li> </ul> <p>Ocenjevalna lestvica – skladno s Pravilnikom o preverjanju in ocenjevanju znanja.</p>	<p>50 %</p> <p>50 %</p>	<p>Types:</p> <ul style="list-style-type: none"> <li>• Empirical seminar reports and presentations of project work tasks</li> <li>• Participation in lectures and laboratory exercises</li> </ul> <p>Grading scale - in accordance with the Rules of examination and evaluation of knowledge.</p>

#### Reference nosilca / Lecturer's references:

##### Knjige/Books

RASPOR, Andrej. *Projektni menedžment (Project Management)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej, MACUH Bojan. *Trajnostno naravnani dostopni turizem (Sustainable accessible tourism)*. Dolga Poljana: Perfectus, 2021.

RASPOR, Andrej. *Od teorije organizacije do sistemizacije in organizacije dela. (From organization theory to systematization and work organization)*. Dolga Poljana: Perfectus, 2021.

RASPOR, Andrej. *Napitnine: Orodje za povečanje učinkovitosti poslovanja podjetja (Tipping: improving efficiency in the company)*. Murska Sobota: BoMa, 2021.

RASPOR, Andrej. *Kako do izboljšanja kakovosti gostinske storitve (Improving quality in the hospitality industry)*. Murska Sobota: BoMa, 2021.

RASPOR, Andrej. *Strateško planiranje (Strategic planning)*. Dolga Poljana: Perfectus, 2021.

RASPOR, Andrej. (url). *Vzpon in zaton slovenskega čezmejnega igralnštva. (Rise and decline of the Slovenian cross-border Gambling)*. Dolga Poljana: Perfectus, 2020.

RASPOR, Andrej. (url). *Igre na srečo od pradavnine do današnjih dni. (Gambling since ancient times to the present day)*. Dolga Poljana: Perfectus, 2020.

RASPOR, Andrej, NEŽIČ, Metka. *S skrbjo za sodelavce do boljših rezultatov podjetja (With care for employees to better company results)*. Dolga Poljana: Perfectus, 2020.

LACMANOVIĆ, Darko, RASPOR, Andrej. *Sales management in hospitality industry*. Perfectus, Dolga Poljana, 2020.

RASPOR, Andrej, NEŽIČ, Metka. (url). *Od nagrajevanja za plačo do nagrajevanja s plačo (From rewards for a salary, to the reward with a salary)*. Dolga Poljana: Perfectus, 2020.

RASPOR, Andrej. (url). *Analitika, odzivnost in avtomatizacija kadrovskih poslovnih procesov, (Analytics, responsiveness and automation of HR business processes)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej. *Trajnostni turizem v Zahodno Balkanski regiji (Sustainable tourism in the Western Balkan region)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej, NEŽIČ, Metka. (url). *Od organizacije do kompetenc (From the organization to the competence)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej, NEŽIČ, Metka. (url). *Upravljanje organizacije in vodenje sodelavcev (Organization Management and Leadership)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej, NEŽIČ, Metka. (url). *Dolgoročni razvoj sodelavcev in podjetja (Long-term development of employees and company)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej. *Teorija preobrata podjetja v krizi s študijo primera (Company in crisis turnover theory with case studies)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej. *Menedžment igralniško-zabavišnega turizma: primeri in navodila iz prakse (Gambling and entertainment tourism management: examples and practical instructions)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej. *Od teorije organizacije do sistemizacije in organizacije dela (From organization theory to systemization and organization of work)*. Dolga Poljana: Perfectus, 2019.

RASPOR, Andrej. at. al. *Strategy for fostering innovation in sustainable tourism for the Adriatic-Ionian region*. Dolga Poljana: Perfectus, 2018.

RASPOR, Andrej. (url). *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)*. Dolga Poljana: Perfectus, 2018.

RASPOR, Andrej. *Kako postaviti sistem inovacij v turizmu (How to set up a system of innovation in tourism)*. Dolga Poljana: Perfectus, 2018.

RASPOR, Andrej. *Nematerialno nagrajevanje (Nonmaterial reward)*. Dolga Poljana: Perfectus, 2018.

RASPOR, Andrej, LACMANOVIĆ, Darko, POPOVIĆ, Maria. *Chinese tourists in Western Balkan: facts and forecast*. Dolga Poljana: Perfectus, 2018.

RASPOR, Andrej, LABOVIĆ BEGOVIĆ, Dunja. *Dinamična sistemizacija delovnih mest*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2017.

RASPOR, Andrej. *Prepletenost motivacijskih teorij in teorij menedžmenta v sistemih nagrajevanja*. Dolga Poljana: Perfectus, Svetovanje in izobraževanje, 2017.

RASPOR, Andrej, LACMANOVIĆ, Darko, STRANJANČEVIĆ, Ana, BULATOVIĆ, Iva. *Chinese tourists in Slovenia and Montenegro: preferences, characteristics and trip motivation*. Vega Press, 2016.

### **Učbeniki/Textbooks**

RASPOR, Andrej. *Vaje iz projektnega menedžmenta (Project management: student workbook)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Oblikovanje in trženje velneških proizvodov (Development and marketing of wellness products and services)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Vaje iz oblikovanja in trženja velneških proizvodov (Development and marketing of wellness products and services: student workbook)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Upravljanje in poslovanje velneških centrov (Wellness centre management)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Vaje iz upravljanja in poslovanja velneških centrov (Wellness centre management: student workbook)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Trženje storitev (Services marketing)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Vaje iz trženja storitev (Services marketing: student workbook)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Vaje iz strateškega planiranja (Strategic planning: student workbook)*. Dolga Poljana: Perfectus, 2022.

RASPOR, Andrej. *Vaje iz teorije organizacije (Organization theory: student workbook)*. Dolga Poljana: Perfectus, 2022.

### **Članki/Articles**

RASPOR, Andej. A case study of ethno village in Slovenia and Bosnia and Herzegovina. *Economics*, 2020, 8(2), 89-102.

MACUH, Bojan, RASPOR, Andrej, SRAKA, Marko, KOVAČIČ, Andrej. 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, Bojan, RASPOR, Andrej. Duhovna oskrba starejših v domovih za starejše (Spiritual support of elderlys in homes for the elderly). *Bogoslovni vestnik: glasilo Teološke fakultete v Ljubljani*, 2018, 78(2), 641-660.

KOVAČIČ, Andrej, MACUH, Bojan, RASPOR, Andrej, SRAKA, Marko, ŠKABAR, Marjaž. 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, 33(2), str. 20-37.

BULATOVIĆ, Iva, STRANJANČEVIĆ, Ana, LACMANOVIĆ, Darko, RASPOR, Andrej. Casino Business in the Context of Tourism Development (Case: Montenegro). *Social Sciences*, 2017, 6(4), 146.

RASPOR, Andrej, DIVJAK Marko. What is tipping in post-communist countries? A case study from Slovenia. *Teorija in praksa*, 2017, 54(6), 1023-1039.

ROZMAN, Tomislav, STJEPANOVIČ KOCJAN, Tanja, RASPOR, Andrej. 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.

KOVAČIČ, Andrej, PODGORNIK, Nevenka, PRISTOV, Zorica, RASPOR, Andrej. Mobbing in a Non-Profit Organisation. *Organizacija*, 2017, 50(2), 178-186.

RASPOR, Andrej, KOBAL, Tanja, RODIČ, Blaž. 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**

Področja delovanja: Družboslovje; Upravne in organizacijske vede s poudarkom na raziskavah: (1) Delovna razmerja in procesi s poudarkom na optimizaciji delovnih procesov, tako z vidika kadrov,

stroškov, organizacije delovnega časa; (2) Turizem s poudarkom na kitajskem in afriškem izhodnem turizmu, Turizmu za ljudi s posebnimi potrebami in trajnostnemu turizmu; (3) Odprte inovacije in industrija 5.0; (4) Igralništvo; (5) Ljudje s posebnimi potrebami (starejši, invalidi, mladi).

Social sciences; Administrative and organisational sciences with a focus on research: (1) Employment relationships and processes with a focus on optimisation of work processes in terms of personnel, costs and organisation of working time; (2) Tourism with a focus on Chinese and African outbound tourism, tourism for people with special needs, sustainable tourism and smart tourism; (3) Open innovations and industry 5.0; (4) Gambling and gaming; (5) People with special needs (the elderly, disabled, young).

**DELOVNE IZKUŠNJE/ WORK EXPERIENCE:**

39 let, od tega 20 let na vodilnih delovnih mestih. / 39 years, including 20 years in management positions.

Mednarodni projekti, raziskave, predavanja. /International project management, research, lecture (2011- in progress).