

**UČNI NAČRT PREDMETA / COURSE SYLLABUS**

**Predmet:** Upravljanje organizacijskih sprememb  
**Course title:** Organisational Change Management

| Študijski program in stopnja<br>Study programme and level        | Študijska smer<br>Study field | Letnik<br>Academic year | Semester<br>Semester |
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| Poslovna informatika, magistrski študijski program druge stopnje | -                             | Prvi                    | Prvi                 |
| The second cycle masters study programme Business informatics    | -                             | First                   | First                |

**Vrsta predmeta / Course type**

Obvezni/Compulsory

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

4-PI-MAG-UOS-2026-06-24

| Predavanja<br>Lectures | Seminar<br>Seminar | Vaje<br>Tutorial | Klinične vaje<br>work | Druge oblike študija | Samost. delo<br>Individ. work | ECTS |
|------------------------|--------------------|------------------|-----------------------|----------------------|-------------------------------|------|
| 30                     | 0                  | 30               | 0                     | 0                    | 120                           | 6    |

**Nosilec predmeta / Lecturer:**

izr. prof. dr. Katarina Rojko

**Jeziki / Languages:**

**Predavanja / Lectures:**

Slovensko / Slovenian, Angleško / English

**Vaje / Tutorial:**

Slovensko / Slovenian, Angleško / English

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

Na prvi izpitni rok v študijskem letu se lahko prijavijo študenti, ki so bili na predavanjih in vajah prisotni vsaj 75 %, ali študenti, ki so pozitivno opravili kolokvij.

**Prerequisites:**

Students who have attended at least 75% of the lectures and tutorials or students who have passed the midterm exam may register for the first exam date in the academic year.

**Vsebina:**

**Content (Syllabus outline):**

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| <ol style="list-style-type: none"> <li>1. TEORIJA ORGANIZACIJ: <ul style="list-style-type: none"> <li>• definicija organizacije,</li> <li>• organizacijska struktura,</li> <li>• oblikovanje organizacije (Faylova načela projektiranja organizacije),</li> <li>• analiza organizacije (značilnost razmerij, značilnost strukture),</li> <li>• organska vs. mehanistična organizacija.</li> </ul> </li> <li>2. OBLIKE ORGANIZACIJSKIH STRUKTUR: <ul style="list-style-type: none"> <li>• enostavna organizacijska struktura,</li> <li>• poslovno-funkcijska organizacijska struktura,</li> <li>• produktno-matrična struktura,</li> <li>• decentralizirana ali poslovno-enotna struktura,</li> <li>• organizacijske strukture za vključitev projektov,</li> <li>• druge organizacijske strukture.</li> </ul> </li> <li>3. UPRAVLJANJE ORGANIZACIJSKIH SPREMENB: <ul style="list-style-type: none"> <li>• paradigma upravljanja sprememb,</li> <li>• kompleksnost in večplastnost sprememb,</li> <li>• spremembe v organizacijskih sistemih,</li> <li>• vrste organizacijskih sprememb,</li> <li>• narava sprememb.</li> </ul> </li> <li>4. NAČRTOVANJE PROCESA IMPLEMENTACIJE ORGANIZACIJSKIH SPREMENB: <ul style="list-style-type: none"> <li>• kakovosten vidik,</li> <li>• Burke – Litwinov model,</li> <li>• proces obvladovanja organizacijskih sprememb,</li> <li>• proces obvladovanja transformacijskih sprememb,</li> <li>• proces obvladovanja transakcijskih sprememb.</li> </ul> </li> <li>5. UPRAVLJANJE ČLOVEŠKIH VIROV: <ul style="list-style-type: none"> <li>• delovne vrednote,</li> <li>• občutenje pri delu,</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>1. THEORY OF ORGANIZATION: <ul style="list-style-type: none"> <li>• definition of organization,</li> <li>• organizational structure,</li> <li>• formation of organizations (Fayol's principles of organization design),</li> <li>• analysis of organization (characteristics of relationships, characteristics of structure),</li> <li>• organic vs. mechanistic organization.</li> </ul> </li> <li>2. FORMS OF ORGANIZATIONAL STRUCTURES: <ul style="list-style-type: none"> <li>• simple organizational structure,</li> <li>• business-functional organizational structure,</li> <li>• product-matrix organizational structure,</li> <li>• decentralized or business-uniform structure,</li> <li>• organizational structures for projects inclusion,</li> <li>• other organizational structures.</li> </ul> </li> <li>3. ORGANIZATIONAL CHANGE MANAGEMENT: <ul style="list-style-type: none"> <li>• change management paradigm,</li> <li>• complexity and multidimensionality of changes,</li> <li>• changes in organizational systems,</li> <li>• types of organizational changes,</li> <li>• nature of changes.</li> </ul> </li> <li>4. PLANNING THE ORGANIZATIONAL CHANGE IMPLEMENTATION PROCESS: <ul style="list-style-type: none"> <li>• quality aspect,</li> <li>• Burke-Litwin model,</li> <li>• process of management of organizational changes,</li> <li>• process of management of transformational changes,</li> <li>• process of management of transactional changes.</li> </ul> </li> <li>5. HUMAN RESOURCES MANAGEMENT: <ul style="list-style-type: none"> <li>• work values,</li> <li>• feeling at work,</li> </ul> </li> </ol> |
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| <ul style="list-style-type: none"> <li>• paradigma upravljanja človeških virov,</li> <li>• pomen voditeljstva.</li> </ul> <p>6. UPRAVLJANJE SPREMEMB ZA 21. STOLETJE</p> <ul style="list-style-type: none"> <li>• sodobni modeli,</li> <li>• študije primerov digitalne transformacije,</li> <li>• strateško načrtovanje digitalne transformacije.</li> </ul> <p>7. NOVA PARADIGMA OBVLADOVANJA ORGANIZACIJSKIH SPREMEMB:</p> <ul style="list-style-type: none"> <li>• temeljni gradniki,</li> <li>• vpliv ključnih organizacijskih dejavnikov,</li> <li>• pomen vsakega posameznika.</li> </ul> | <ul style="list-style-type: none"> <li>• HRM paradigm,</li> <li>• importance of leadership.</li> </ul> <p>6. MANAGING CHANGE FOR THE 21ST CENTURY</p> <ul style="list-style-type: none"> <li>• contemporary models,</li> <li>• case studies of digital transformation,</li> <li>• strategic planning of digital transformation.</li> </ul> <p>7. NEW PARADIGM TO MANAGEMENT OF ORGANIZATIONAL CHANGES:</p> <ul style="list-style-type: none"> <li>• fundamental building blocks,</li> <li>• impact of key organizational factors,</li> <li>• importance of each individual.</li> </ul> |
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### **Temeljni literatura in viri / Readings:**

- HATCH, Mary Jo (2018) Organization Theory: Modern, Symbolic, and Postmodern Perspectives, 4th edition. Oxford University Press.
- FLANDING, Jens P.; GRABMAN, Guinevieve; COX, Sheila Q. (2018) The Technology Takers: Leading Change in the Digital Era. Emerald Publishing Limited.
- BURKE, Warner W. (2023) Organization change: theory and practice. 6th edition. Sage Publications.
- MISHRA, Paritosh; SHUKLA, Balvinder; SUJATHA, R. (2023) Human Resource Management for Organisational Change Theoretical Formulations. 1st edition. Routledge.
- CAMERON, Esther; GREEN, Mike (2024) Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change. 6th edition. Kogan Page.

### **Cilji in kompetence:**

#### **SPLOŠNE KOMEPTENCE**

- sposobnost za reševanje konkretnih organizacijskih problemov z uporabo strokovnih metod in postopkov;
- razvoj veščin in spretnosti pri uporabi znanja na področju organizacijskih ved s pomočjo reševanja teoretičnih ali organizacijskih problemov;

### **Objectives and competences:**

#### **GENERAL COMEPTENCES**

- ability to solve concrete organisation problems with the application of professional methods and procedures;
- development of skills to use the knowledge in the field of organisation sciences using theoretical and empirical problem solving;

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| <ul style="list-style-type: none"> <li>• Sposobnost analize 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 njihove interpretacije za reševanje poslovnih problemov.</li> <li>• Poglobljeno razumevanje delovanja organizacijskih sistemov.</li> <li>• Sposobnost fleksibilne uporabe znanja v praksi.</li> <li>• Prizadevanje za kakovost strokovnega dela skozi avtonomnost, samoiniciativnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje.</li> </ul> <p><b>PREDMETNO-SPECIFIČNE KOMPETENCE</b></p> <ul style="list-style-type: none"> <li>• razvoj kritične in samokritične presoje v kontekstu upravljanja sprememb v 21. stoletju,</li> <li>• sposobnost za reševanje konkretnih poslovnih problemov z uspešnim upravljanjem človeških virov,</li> <li>• razvoj veščin in spretnosti za uspešno načrtovanje procesa implementacije organizacijskih sprememb,</li> <li>• analiza odnosov med posamezniki znotraj organizacije za lažje obvladovanje organizacijskih struktur.</li> </ul> | <ul style="list-style-type: none"> <li>• Ability to analyze relationships between individuals, organizations and social environment, ability for complex system view and activity.</li> <li>• The ability to obtain, select, evaluate and embed the new information, as well as to interpret them to solve business problems.</li> <li>• In-depth understanding of the functioning of organizational systems.</li> <li>• The ability of flexible usage of knowledge in practice.</li> <li>• Striving for the quality of professional work through autonomy, self-initiative, as well as (self-)criticism, (self-)reflection and (self-)evaluation.</li> </ul> <p><b>SUBJECT-SPECIFIC COMPETENCES:</b></p> <ul style="list-style-type: none"> <li>• developing critical and self-critical judgment in the context of change management in the 21st century,</li> <li>• ability to solve concrete business problems through successful human resource management,</li> <li>• development of skills and abilities for successful planning of the process of implementation of organizational changes</li> <li>• analyzing the relationships between individuals within the organization to facilitate the management of organizational structures.</li> </ul> |
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#### **Predvideni študijski rezultati:**

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| <p>Študenti bodo zmožni:</p> <ul style="list-style-type: none"> <li>• analizirati vlogo in pomen ter upravljati kompleksne organizacijske spremembe;</li> <li>• uporabljati sodobne pristope, modele in orodja za izboljševanje procesa obvladovanja organizacijskih sprememb;</li> </ul> |
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#### **Intended learning outcomes:**

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| <p>Students will be able to:</p> <ul style="list-style-type: none"> <li>• analyze the role and importance and manage complexity of change management;</li> <li>• apply contemporary approaches, models and tools for improving the process of organizational change management;</li> </ul> |
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| <ul style="list-style-type: none"> <li>• vrednotenja sodobnih in aktualnih dogajanj na področju obvladovanja organizacijskih sprememb;</li> <li>• refleksije kompleksnosti strokovnih in družbenih nalog zaposlenih pri obvladovanju organizacijskih sprememb;</li> <li>• pojasniti umeščenost menedžmenta organizacijskih sprememb v širših družbenih, kulturnih in vrednotnih kontekstih in zmožni integracije znanja za obvladovanje kompleksnosti organizacijskih sprememb.</li> </ul> | <ul style="list-style-type: none"> <li>• evaluate the contemporary and current developments in the field of change management;</li> <li>• reflect on the complexity of professional and social duties of employees in the management of organizational changes;</li> <li>• explain the placement of social change management in the broader social, cultural and value contexts and able to integrate knowledge and handle complexity.</li> </ul> |
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#### **Metode poučevanja in učenja:**

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| <ul style="list-style-type: none"> <li>• Predavanja z aktivno udeležbo študentov (metoda diskusije, metoda opazovanja, metoda viharjenja možganov, metoda ovrednotenja dela, debata, metoda sinteze);</li> <li>• Vaje v povezavi s prakso (projektno delo, timsko delo, delo v dvojicah, individualno delo);</li> <li>• Uporaba spletne učilnice in sodobnih IKT orodij;</li> <li>• Konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj).</li> </ul> |
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#### **Learning and teaching methods:**

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| <ul style="list-style-type: none"> <li>• Lectures with active participation of students (method of discussion, observation method, brainstorming method, work evaluation method, debate, synthesis method);</li> <li>• Tutorials in relationship with practice (project and teamwork, work in pairs, individual work);</li> <li>• Use of online classroom and contemporary ICT tools;</li> <li>• Consultation (discussion, additional explanation, dealing with specific issues).</li> </ul> |
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#### **Načini ocenjevanja:**

Delež (v %) /  
Weight (in %)

#### **Assessment:**

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| Načini:<br><ul style="list-style-type: none"> <li>• Pisni izpit</li> </ul> | 100% | Types:<br><ul style="list-style-type: none"> <li>• Written examination</li> </ul> |
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#### **Reference nosilca / Lecturer's references:**

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| <ul style="list-style-type: none"> <li>• ROJKO, Katarina, LESJAK, Dušan, ERMAN, Nuša. The COVID-19 Pandemic Crisis : impact on ICT spending. Journal of computer information systems. 2022, vol. ,</li> </ul> |
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iss. , str. 1-16, ilustr. ISSN 0887-4417. DOI: 10.1080/08874417.2022.2103857. [COBISS.SI-ID 117632003].

- ERMAN, Nuša, ROJKO, Katarina, LESJAK, Dušan. Traditional and new ICT spending and its impact on economy. *Journal of computer information systems*. 2022, vol. 62, iss. 2, str. 384-396, ilustr. ISSN 0887-4417. <https://www.tandfonline.com/doi/full/10.1080/08874417.2020.1830007>, DOI: 10.1080/08874417.2020.1830007. [COBISS.SI-ID 44760067].
- ROJKO, Katarina. Sustainable industry robotization. *Innovative issues and approaches in social sciences*. May 2020, vol. 13, no. 2, str. 6-21. ISSN 1855-0541. <http://www.iiass.com/pdf/IIASS-2020-no2-art1.pdf>. [COBISS.SI-ID 33032451].
- ROJKO, Katarina, ERMAN, Nuša, JELOVAC, Dejan. Impacts of the transformation to industry 4.0 in the manufacturing sector : the case of the U.S. *Organizacija : revija za management, informatiko in kadre*. [Tiskana izd.]. Nov. 2020, vol. 53, no. 4, str. 287-305, ilustr. ISSN 1318-5454. <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/1387>, Digitalna knjižnica Slovenije - dLib.si, DOI: 10.2478/orga-2020-0019. [COBISS.SI-ID 41158147].