

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Upravljanje organizacijskih sprememb
Course title: Organisational Change Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
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-2022-05-27

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

Nosilec predmeta / Lecturer:

Doc. dr. Alenka Pandiloska Jurak
Doc. dr. Tamara Besednjak Valič

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 oddati in predstaviti portfolio nalog iz vaj

Prerequisites:

Before taking the exam, the student must submit and present assignments portfolio.

Vsebina:

Content (Syllabus outline):

1. TEORIJA ORGANIZACIJ:
 - definicija organizacije,
 - organizacijska struktura,
 - oblikovanje organizacije (Faylova načela projektiranja organizacije),
 - analiza organizacije (značilnost razmerij, značilnost strukture),
 - organska vs. mehanistična organizacija.
2. 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.
3. UPRAVLJANJE SPREMEMB:
 - paradigma upravljanja sprememb,
 - kompleksnost in večplastnost sprememb,
 - spremembe v organizacijskih sistemih,
 - vrste organizacijskih sprememb,
 - narava sprememb.
4. NAČRTOVANJE PROCESA IMPLEMENTACIJE ORGANIZACIJSKIH SPREMEMB:
 - kakovosten vidik,
 - Burke – Litwinov model,
 - proces obvladovanja organizacijskih sprememb,
 - proces obvladovanja transformacijskih sprememb,
 - proces obvladovanja transakcijskih sprememb.
5. UPRAVLJANJE ČLOVEŠKIH VIROV:
 - delovne vrednote,
 - občutenje pri delu,
 - Human Resources Management,

1. THEORY OF ORGANIZATION:
 - definition of organization,
 - organizational structure,
 - formation of organizations (Fayl principles of organization design).
 - analysis of organization (characteristics of relationships, characteristics of structure),
 - organic vs. mechanistic organization.
2. 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.
3. MANAGEMENT OF CHANGE:
 - change management paradigm,
 - complexity of changes,
 - changes in organizational systems,
 - types of organizational changes,
4. nature of changes.PLANNING THE ORGANIZATIONAL CHANGE IMPLEMENTATION PROCESS:
 - quality aspect,
 - Burke-Litwin model,
 - process of management of organizational changes,
 - process of management of transformational changes,
 - process of management of transactional changes.
5. HUMAN RESOURCES MANAGEMENT:
 - work values,
 - feeling at work,
 - HRM paradigm,
 - importance of leadership.

<ul style="list-style-type: none"> • pomen voditeljstva. <p>6. UPRAVLJANJE SPREMEMB ZA 21. STOLETJE</p> <ul style="list-style-type: none"> • sodobni modeli • študije primerov digitalne transformacije • študije primerov digitalne transformacije za sodobno industrijsko proizvodnjo • strateško načrtovanje digitalne transformacije <p>7. NOVA PARADIGMA OBVLADOVANJA ORGANIZACIJSKIH SPREMEMB:</p> <ul style="list-style-type: none"> • temeljni gradniki, • vpliv ključnih organizacijskih dejavnikov, • pomen posameznika. 	<p>6. MANAGING CHANGE FOR THE 21ST CENTURY</p> <ul style="list-style-type: none"> • contemporary models. • case studies of digital transformation • Digital Transformation Case Studies for contemporary industrial production • strategic planning of digital transformation <p>7. NEW PARADIGM TO MANAGEMENT OF ORGANIZATIONAL CHANGES:</p> <ul style="list-style-type: none"> • fundamental building blocks, • impact of key organizational factors, • importance of individual.
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Temeljni literatura in viri / Readings:

<ul style="list-style-type: none"> • HATCH, Mary Jo (2018) <i>Organization Theory: Modern, Symbolic, and Postmodern Perspectives</i>, 4th edition, Oxford University Press • FLANDING, Jens P; GRABMAN, Guinevieve; COX Sheila Q (2018) <i>The Technology Takers: Leading Change in the Digital Era</i>, Emerald Publishing Limited. • DAMIJ, Nadja in Damij TALIB (2014): <i>Process Management: A Multi-disciplinary Guide to Theory, Modeling, and Methodology (Progress in IS)</i>. • BURKE, W.W. (2002): <i>Organization change: theory and practice</i>. Thousand Oaks, California: Sage Publications. • VILA, A. (2000): <i>Organizacija v postmoderni družbi</i>. Kranj: Moderna organizacija. • ADIZES, I. (1996): <i>Obvladovanje sprememb</i>. Ljubljana: Gospodarski vestnik. • Različni internetni viri / different internet sources. • Dodatna literatura s strani nosilca / additional literature proposed by lecturer.

Cilji in kompetence:

<p>SPLOŠNE KOMEPTENCE</p> <ul style="list-style-type: none"> • 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

Objectives and competences:

<p>GENERAL COMEPTENCES</p> <ul style="list-style-type: none"> • 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

teoretičnih ali organizacijskih problemov;

- Sposobnost analize odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje;
- Sposobnost pridobivanja, selekcije, ocenjevanja in umeščanja novih informacij in zmožnost njihove interpretacije za reševanje poslovnih problemov.
- Poglobljeno razumevanje delovanja organizacijskih sistemov.
- Sposobnost fleksibilne uporabe znanja v praksi.
- Prizadevanje za kakovost strokovnega dela skozi avtonomnost, samoiniciativnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje.

PREDMETNO-SPECIFIČNE KOMPETENCE

- razvoj kritične in samokritične presoje v kontekstu upravljanja sprememb v 21. stoletju,
- sposobnost za reševanje konkretnih poslovnih problemov z uspešnim upravljanjem človeških virov,
- razvoj veščin in spretnosti za uspešno načrtovanje procesa implementacije organizacijskih sprememb,
- analiza odnosov med posamezniki znotraj organizacije za lažje obvladovanje organizacijskih struktur.

theoretical and empirical problem solving;

- Ability to analyze relationships between individuals, organizations and social environment, ability for complex system view and activity.
- The ability to obtain, select, evaluate and embed the new information, as well as to interpret them to solve business problems.
- In-depth understanding of the functioning of organizational systems.
- The ability of flexible usage of knowledge in practice.
- Striving for the quality of professional work through autonomy, self-initiative, as well as (self-)criticism, (self-)reflection and (self-)evaluation.

SUBJECT-SPECIFIC COMPETENCES:

- developing critical and self-critical judgment in the context of change management in the 21st century,
- ability to solve concrete business problems through successful human resource management,
- development of skills and abilities for successful planning of the process of implementation of organizational changes
- analyzing the relationships between individuals within the organization to facilitate the management of organizational structures.

Predvideni študijski rezultati:

Študenti bodo zmožni:

- analizirati vlogo in pomen ter upravljati večplastnostne organizacijske spremembe;
- uporabljati sodobne pristope, modele in orodja za izboljševanje

Intended learning outcomes:

- Students will be able to: analyze the role and importance and manage complexity of change management;
- ;

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

<ul style="list-style-type: none"> • Predavanja z aktivno udeležbo študentov (metoda razgovora, metoda opazovanja, metoda viharjenja možganov, metoda ovrednotenja dela, debata, metoda sinteze); • Seminarske vaje v povezavi s prakso (projektno delo, timsko delo, delo v dvojicah, individualno delo); • Uporaba spletne učilnice oziroma drugih sodobnih IKT orodij; • Konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj).

Learning and teaching methods:

<ul style="list-style-type: none"> • Lectures with active participation of students (method of discussion, observation method, brainstorming method, work evaluation method, debate, synthesis method); • Seminar tutorial in relationship with practice (project and team work, work in pairs, individual work); • Use of online classroom or other contemporary ICT tools; • Consultation (discussion, additional explanation, dealing with specific issues).

Načini ocenjevanja:

Delež (v %) /
Weight (in %)

Assessment:

<p>Načini:</p> <ul style="list-style-type: none"> • Pisni izpit • Oddaja in predstavitev portfolia nalog <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"> • Written examination • Submission and presentation of assignments portfolio <p>Grading is in accordance with the Faculty's evaluation.</p>
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Reference nosilca / Lecturer's references:

- PANDILOSKA JURAK, Alenka. Local economic normative and human resource activities analysis in practice. Innovative issues and approaches in social sciences. 2010, vol. 3, no. 3, str. 29-49. ISSN 1855-0541. <http://www.iiass.com/pdf/IIASS-Volume3-Number3-2010.pdf>.
- PANDILOSKA JURAK, Alenka. Menedžment človeških virov v javnem sektorju = Human resource management in public sector. Raziskave in razprave. 2008, letn. 1, št. 1-3, str. 63-88. ISSN 1855-6280. <http://www.fuds.si/si/node/500>.
- BUKOVEC, Boris (urednik), PINTERIČ, Uroš (urednik), PANDILOSKA JURAK, Alenka (urednik). Uveljavljanje univerzalne odličnosti kot odgovor na izzive sedanjosti in prihodnosti. V Novem mestu: Fakulteta za organizacijske študije, 2009. 214 str., ilustr. ISBN 978-961-92652-0-8.
- BESEDNJAK VALIČ, Tamara. Innovation, Digitalisation, and the HPC in the Danube Region. V: RONČEVIČ, Borut (ur.), COSCODARU, Raluca (ur.), FRIC, Urška (ur.). Go with the flow : high performance computing and innovations in the Danube region. London; Budapest; Ljubljana: Vega Press, cop. 2019. Str. 22-46, ilustr. ISBN 978-1-909736-11-5. [COBISS.SI-ID 2048592403]
- BESEDNJAK VALIČ, Tamara, KOLAR, Janez, LAMUT, Urša. Fighting the big bad wolf of global trends : technology transfer between HPC centres and SMEs. Digital policy, regulation and governance. 2021, vol. , iss. , 15 str., ilustr. ISSN 2398-5038.
- BESEDNJAK VALIČ, Tamara, KOLAR, Janez, LAMUT, Urša. Three scenarios of innovation and technology transfer : the case of key enabling technologies in the Danube Region. Journal of engineering and applied sciences. 2020, vol. 15, iss. 21, str. 3619-3623
- BESEDNJAK VALIČ, Tamara. Open innovation and its impacts to interorganizational stability: a social fields perspective addressing the sustainable growth in regional context. In RONČEVIČ, Borut (ur.), CEPOI, Victor (ur.) Technologies and innovations in regional development: European Union and its Strategies. Peter Lang (forthcoming)
- MODIC, Dolores, HAFNER, Ana, BESEDNJAK VALIČ, Tamara. Every woman is a vessel: An exploratory study on gender and academic entrepreneurship in a nascent technology transfer system. V AZAGRA-CARO, Joaquin (ur.), D'ESTE, Pablo (ur.), BARBERA-TOMAS, David (ur.) University-Industry Knowledge Interactions – People, Tensions and Impact. Springer International Publishing, (forthcoming)
- KOLAR, Janez, BESEDNJAK VALIČ, Tamara. Social Aspects of technology diffusion. Danube Region HPC Case. Vega Press, London (forthcoming)
- RONČEVIČ, Borut, BESEDNJAK VALIČ, Tamara. How to think about regional development agencies as a sociologist. The social sciences. [Online ed.]. 2019, vol. 14, iss. 9, str. 326-334, ilustr. ISSN 1993-6125
- BESEDNJAK VALIČ, Tamara, MACUR, Mirna. Gambling policies in Slovenia : financing tourism infrastructure, sports and designated non-governmental organisations. V: EGERER, Michael (ur.), MARIONNEAU, Virve (ur.), NIKKINEN,

Janne (ur.). Gambling policies in European welfare states : current challenges and future prospects. Cham: Palgrave Macmillan, cop. 2018. Str. 119-133, ilustr. Work and welfare in Europe. ISBN 978-3-319-90619-5. [COBISS.SI-ID 1024272174]

- RONČEVIĆ, Borut, ŠUŠTERŠIČ, Janez, WOSTNER, Peter, BESEDNJAK VALIČ, Tamara. Quo vadis Slovenia? Between framework conditions and internal capabilities. Managing global transitions : international research journal. [Tiskana izd.]. Winter 2010, vol. 8, no. 4, str. 353-380, ilustr., tabele. ISSN 1581-6311. http://www.fm-kp.si/zalozba/ISSN/1581-6311/8_353-380.pdf. [COBISS.SI-ID 3832791]