

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet: Menedžment sprememb
Course title: Management of Change

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Uporabne družbene študije UN	/	1.	2.
Advanced Social Studies BA	/	1.	2.

Vrsta predmeta / Course type

Obvezni/Compulsory

Univerzitetna koda predmeta / University course code:

MS

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./ Ph.D., Associate Professor Nadja Damij

**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 pripraviti in zagovarjati empirično seminarsko nalogo.

Prerequisites:

Before entering the exam, student must prepare and defend empirical seminar report.

Vsebina:

1. UVOD:
 - namen in vsebina predmeta,
 - načini ocenjevana,
 - študijska literatura.
2. UVOD V TEORIJU ORGANIZACIJ:
 - definicija organizacije,
 - organizacijska struktura,
 - oblikovanje organizacije (Faylova načela projektiranja organizacije),
 - analiza organizacije (značilnost razmerij, značilnost strukture),
 - mehanistična organizacija.
3. 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.
4. MENEDŽMENT/UPRAVLJANJE SPREMEMB:
 - paradigma upravljanja sprememb,
 - kompleksnost in večplastnost sprememb,
 - spremembe v organizacijskih sistemih,
 - vrste organizacijskih sprememb,
 - narava sprememb.
5. OBVLADOVANJE ORGANIZACIJSKIH SPREMEMB:
 - kakovosten vidik,
 - Burke – Litwinov model,
 - proces obvladovanja organizacijskih sprememb,
 - proces obvladovanja transformacijskih sprememb,
 - proces obvladovanja transakcijskih sprememb.
6. UPRAVLJANJE ČLOVEŠKIH VIROV:
 - delovne vrednote,
 - občutenje pri delu,
 - Human Resources Management,

Content (Syllabus outline):

1. INTRODUCTION:
 - purpose and content of the course,
 - methods of assessment,
 - main readings.
2. INTRODUCTION TO 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),
 - mechanistic organization.
3. 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.
4. MANAGEMENT OF CHANGE:
 - change management paragim,
 - complexity of chages,
 - changes in organizational systems,
 - types of organizational changes,
 - nature of changes.
5. MANAGEMENT OF ORGANIZATIONAL CHANGE:
 - quality aspect,
 - Burke-Litwin model,
 - process of management of organizational changes,
 - process of management of transformational changes,
 - process of management of transactional changes.
6. HUMAN RESOURCES MANAGEMENT:
 - work values,

<ul style="list-style-type: none"> • pomen voditeljstva. <p>7. SODOBNI PRISTOPI K OBVLADOVANJU ORGANIZACIJSKIH SPREMEMB:</p> <ul style="list-style-type: none"> • sodobni modeli. <p>8. NOVA PARADIGMA OBVLADOVANJA ORGANIZACIJSKIH SPREMEMB:</p> <ul style="list-style-type: none"> • temeljni gradniki, • vpliv ključnih organizacijskih dejavnikov, • pomen posameznika.
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<ul style="list-style-type: none"> • feeling at work, • HRM paradigm, • importance of leadership. <p>7. CONTEMPORARY APPROACHES TO MANAGEMENT OF ORGANIZATIONAL CHANGES:</p> <ul style="list-style-type: none"> • contemporary models. <p>8. 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.

Temeljni literatura in viri / Readings:

<ul style="list-style-type: none"> • 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.
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Cilji in kompetence:

<ul style="list-style-type: none"> • razvoj kritične in samokritične presoje; • sposobnost za reševanje konkretnih družbenih in delovnih problemov z uporabo družboslovnih znanstvenih metod in postopkov; • razvoj veščin in spretnosti pri uporabi znanja na področju družbenih ved s pomočjo reševanja teoretičnih ali empiričnih problemov; • razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje.

Objectives and competences:

<ul style="list-style-type: none"> • development of critical and self-critical assessment; • ability to solve concrete social and labour problems with the application of social scientific methods and procedures; • development of skills to use the knowledge in the field of social sciences using theoretical and empirical problem solving; • understanding of relationships between individuals, organizations and social environment, ability for complex system view and activity.

Predvideni študijski rezultati:

<p>Znanje in razumevanje:</p> <ul style="list-style-type: none"> • poznavanje pomena in večplastnosti obvladovanja sprememb; • poznavanje vloge in pomena obvladovanja sprememb;
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Intended learning outcomes:

<p>Knowledge and understanding:</p> <ul style="list-style-type: none"> • knowledge of the importance and complexity of change managing; • knowledge of role and importance of change management;
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- poznavanje in uporaba sodobnih pristopov, modelov in orodij za izboljševanje procesa obvladovanja sprememb;
- poznavanje področja trenutnih aktualnih dogajanj na področju obvladovanja sprememb;
- refleksija kompleksnosti strokovnih in družbenih nalog zaposlenih pri obvladovanju sprememb;
- poznavanje umeščenosti menedžmenta družbenih sprememb v širših družbenih, kulturnih in vrednotnih kontekstih.

- knowledge and application of contemporary approaches, models and tools for improving the process of change management;
- knowledge of the contemporary and current developments in the field of change management;
- reflection of the complexity of professional and social duties of employees in the management of change;
- knowledge of the placement of social change management in the broader social, cultural and value contexts.

Metode poučevanja in učenja:

- Predavanja z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov);
- Seminarske vaje v povezavi s prakso (projektno delo, timsko delo, socialne igre...);
- Konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj).

Learning and teaching methods:

- Lectures with active participation of students (explanation, discussion, questions, examples, problem solving);
- Seminar tutorial in relationship with practice (project and team work, social games...);
- Consultation (discussion, additional explanation, dealing with specific issues).

Delež (v %) /

Načini ocenjevanja:

Weight (in %)

Assessment:

<ul style="list-style-type: none"> • Pisni/ustni izpit • Empirična seminarska naloga s poročili seminarskega dela in vaj ter predstavitev naloge 	<p>60%</p> <p>40%</p>	<ul style="list-style-type: none"> • Written/oral examination • Empirical seminar report with reports of seminar work and tutorials, and presentation of tasks
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Reference nosilca / Lecturer's references:

- DAMIJ, Nadja in Damij TALIB (2014): *Process Management: A Multi-disciplinary Guide to Theory, Modeling, and Methodology (Progress in IS)*.
- DAMIJ, Nadja. Management poslovnih procesov : modeliranje, simuliranje, inovacija in izboljšanje. Ljubljana: Vega, 2009. 182 str.
- RONČEVIĆ, Borut, DAMIJ, Nadja. Steering innovation and change in complex societies. Innovative issues and approaches in social sciences, ISSN 1855-0541, sep. 2011, vol. 4, no. 3, str. 5-25.
- DELAK, Boštjan, MAJEWSKI, Grzegorz, DAMIJ, Nadja. How to identify knowledge and evaluate knowledge management in organization. The Online journal of applied knowledge management, ISSN 2325-4688, 2014, vol. 2, iss. 2, str. 162-171.
- AGREŽ, Jernej, DAMIJ, Nadja. Process management conceptual evolution map. V: DERMOL, Valerij (ur.), TRUNK ŠIRCA, Nada (ur.), ĐAKOVIĆ, Goran (ur.). Active citizenship by knowledge

management & innovation : proceedings of the Management, Knowledge and Learning International Conference 2013, 19-21 June 2013, Zadar, Croatia, (MakeLearn, ISSN 2232-3309). Bangkok; Celje; Lublin: ToKnowPress, 2013, str. 507-514.

- DAMIJ, Nadja. Management sprememb : (I. stopnja, univerzitetni študijski program) : študijsko/učno gradivo : študijsko leto 2011/12. V Novi Gorici: Fakulteta za uporabne družbene študije, [2011].