



Fakulteta za
organizacijske študije
Faculty of organisation studies

BLENDED INTENSIVE PROGRAMME

**Leading in Times of Change – People, Work, and the
Future of Organisations**

AGENDA & PROGRAMME





PROGRAMME CONCEPT AND APPROACH

What You Should Know About our BIP

The Blended Intensive Programme, Leading in Times of Change – People, Work, and the Future of Organizations explores how organizations can successfully navigate technological change, evolving forms of work, and increasing societal expectations. Bringing together perspectives from organisational studies, management, psychology, and digital transformation, the programme examines the challenges and opportunities shaping the future of work.

Through lectures, discussions, collaborative activities, and a shared case study, participants will explore topics such as:



future-ready organisations,

platform work,



regulation and ethics in digital environments,

strategic decision-making,



and employee wellbeing.

The programme aims to develop participants' ability to critically analyse contemporary organisational challenges and design responsible, sustainable, and people-centred solutions for the digital age.

Throughout the week, each team will analyse one real organisation, referred to as Organisation X. Each day's work expands upon and refines the analysis completed on the previous day. The completed document will serve as the foundation for the team's final presentation.



Target Group

The BIP is designed for **Bachelor's, Master's, and PhD students**, as well as **academic and professional staff** interested in the future of work, organisational change, and digital transformation.

The programme is particularly relevant for participants from the fields of:

- organizational studies,
- management,
- business and economics,
- human resource management,
- psychology,
- sociology,
- information systems and related interdisciplinary areas.

It is also suitable for staff members who wish to deepen their understanding of emerging workplace trends, responsible management practices, and people-centred approaches to organisational development in the digital age.

Information

- All participants are expected to **actively participate** in lectures, discussions, teamwork, and collaborative activities throughout the programme.
- All participants are required to have **access to collaborative digital tools** (e.g. Google Workspace, MS Teams) and relevant AI platforms used during the programme.
- Please **bring your own laptop** for the on-site part.
- Working language: **English**.

AGENDA

ONLINE MS Teams meeting

THURSDAY, 22 APRIL 2027

09:00 AM - 11:00AM

Introduction to BIP and Case Study

TUESDAY, 4 MAY 2027

09:00 AM - 12:00PM

Future-Ready Organizations and Employees

Lecture and Team work

THURSDAY, 06 MAY 2027

09:00 AM - 12:00PM

Wellbeing and Digital Work

Lecture and Team work



AGENDA

ON-SITE Novo mesto, Slovenia

MONDAY, 10 MAY 2027

08:00AM - 09:00AM

Registration & Welcome Coffee

Complete the registration process

09:00AM - 12:00PM

From Algorithmic to Social Control: What Do We Do with Work Platforms?

Lecture

12:00PM - 02:00PM

Lunch break

02:00PM - 03:00PM

From Algorithmic to Social Control: What Do We Do with Work Platforms?

Guided Team Work

06:00PM - 07:00PM

Welcome Tour of Novo Mesto

TUESDAY, 11 MAY 2027

09:00AM - 12:00PM

Regulation and Ethics in Digital Work

Lecture

12:00PM - 02:00PM

Lunch break

02:00PM - 03:00PM

Regulation and Ethics in Digital Work

Guided Team Work

WEDNESDAY, 12 MAY 2027

09:00AM - 12:00PM

Strategic Management and Decision-Making in Digital Organisations

Lecture

12:00PM - 02:00PM

Lunch break

02:00PM - 03:00PM

Strategic Management and Decision-Making in Digital Organizations

Guided Team Work

07:00PM - 09:00PM

Dinner

AGENDA

ON-SITE Novo mesto, Slovenia

THURSDAY, 13 MAY 2027

08:30AM - 09:00AM	Gathering of participants
09:00AM - 10:00AM	Organised bus transportation to Ljubljana
10:00AM - 03:00PM	Team building activities in Ljubljana
03:00PM - 04:00PM	Organised bus transportation back to Novo mesto

FRIDAY, 14 MAY 2027

09:00AM - 01:00PM	Final Integrated Presentations
01:00PM - 03:00PM	Lunch and Closing Ceremony



THURSDAY, 22 APRIL 2027

Introduction to BIP and Case Study

Dr. Lejla Imamović Lerić, Lecturer at FOS, University of Novo mesto, Slovenia

Petra Jakše, Erasmus+ coordinator at FOS, University of Novo mesto, Slovenia

The introductory session provides an overview of the BIP objectives, structure, and expected outcomes. Participants will be introduced to the case study approach, the Organisation X case study dossier, and the framework for collaborative team work. The session will establish the foundation for analysing organizational challenges and developing evidence-based solutions throughout the programme.

Case Study Assignment – Introduction

Teams will receive the case study materials, working guidelines, and assessment framework to prepare for collaborative analysis during the BIP.



TUESDAY, 4 MAY 2027

Future-Ready Organisations and Employees

Dr. Tatjana Dragovič Andersen, Associate Professor at FOS, University of Novo mesto, Slovenia

This session explores the key characteristics of future-ready organisations, including adaptability, agility, innovation, and the ability to proactively respond to technological and societal change. Participants will examine the importance of technological literacy, lifelong learning, and continuous skills development, as well as strategies for strengthening organisational, team, and individual resilience. Through practical examples and discussion, the session will provide a foundation for understanding how organisations can successfully navigate uncertainty while supporting sustainable employee development.

Case Study Assignment Briefing

Participants will be introduced to the case study that will be developed throughout the BIP. Teams will receive the assignment, expected outcomes, and evaluation criteria, together with guidance on analysing organisational challenges related to digital transformation, future workforce development, and organisational resilience. The briefing will prepare participants for collaborative work during the onsite programme and for presenting evidence-based recommendations at the end of the course.



THURSDAY, 06 MAY 2027

Wellbeing and Digital Work

Dr. Annmarie Gorenc Zoran, Full Professor at FOS, University of Novo mesto, Slovenia

Dr. Lejla Imamović Lerić, Lecturer at FOS, University of Novo mesto, Slovenia

This session explores organisational, team, and individual wellbeing frameworks that support healthy and sustainable workplaces in the digital era. Participants will examine the impact of technostress, algorithmic management, and increasing work demands, as well as strategies for effective digital boundary management, including the right to disconnect. The session will also discuss the competencies required for successful remote and hybrid leadership, highlighting practical approaches to fostering trust, engagement, collaboration, and employee wellbeing in increasingly digital work environments.

Case Study Assignment

Teams will build on their initial analysis by examining how digital transformation affects employee wellbeing and organisational sustainability. They should identify potential wellbeing risks associated with digital work practices—such as technostress, blurred work-life boundaries, algorithmic management, or work intensification. Based on their findings, teams will develop practical recommendations that promote healthy digital work environments, strengthen organisational resilience, and support sustainable leadership in remote, hybrid, or technology-driven workplaces



MONDAY, 10 MAY 2027

From Algorithmic to Social Control: What Do We Do with Work Platforms?

Dr. Juan Carlos Revilla, Full Professor at Universidad Complutense de Madrid, Spain

This session explores how algorithmic management shapes employment relationships, influences workers' autonomy, and may contribute to new forms of precarious work. Participants will examine the social and organisational implications of platform work, including issues of inequality, worker dependency, and regulation. The session will also discuss emerging responses from workers, policymakers, and initiatives such as Fairwork, highlighting approaches that promote fairer and more sustainable digital labour practices.

Case Study Assignment

Teams should identify where a system or algorithm — rather than a human manager — is actually shaping decisions about people's work, whether through an external platform or a fully internal tool, and consider who benefits from the resulting flexibility and who bears the risk.



TUESDAY, 11 MAY 2027

Regulation and Ethics in Digital Work

Dr. Elmar Steurer, Full Professor at University of Applied Sciences, Neu-Ulm, Germany

Digital transformation is reshaping not only how work is done, but how it is governed. This session examines the evolving regulatory landscape for digital work in Europe, with particular focus on the EU AI Act, the Platform Work Directive, and GDPR obligations in employment contexts. Participants will explore the ethical dimensions of algorithmic management — including transparency, accountability, and the right to explanation — and examine how organisations can build governance frameworks that go beyond mere compliance.

Case Study Assignment

Teams take the practices flagged in Part A and examine them through a legal and ethical lens. This means checking whether any automated decisions affecting people at Organisation X would fall under frameworks such as the EU AI Act, GDPR, or the Platform Work Directive, even if the organisation does not consider itself a "platform" in the traditional sense. The task also involves distinguishing between what is legal and what is ethical



WEDNESDAY, 12 MAY 2027

Strategic Management and Decision-Making in Digital Organisations

Dr. Samir Smailbegović, Full Professor, University of Travnik, Kiseljak, BIH

Central themes include how digital are shifting strategic decision-making from intuition-driven to data-informed processes; the competencies leaders need to navigate this shift without losing sight of human judgement and organisational context; and the challenge of executing strategy under conditions of high uncertainty and rapid change. Participants will explore frameworks such as dynamic capabilities, strategic agility, and ambidextrous leadership, examining how organisations can simultaneously exploit existing strengths and explore new directions.

Practical case analyses will draw on examples of organisations that have successfully — and unsuccessfully — translated digital investment into strategic performance, with particular attention to the role of middle management and cross-functional collaboration in making strategy real.

Case Study Assignment

Teams shift focus to how Organisation X actually makes strategic decisions and whether it is equipped to act on the governance recommendations. This involves assessing how far decision-making at the organisation is genuinely data-informed versus still intuition-driven, and at which level — top leadership, middle management, or the front line. The section ends with suggestions for how leadership could better balance speed with centralised control.



THURSDAY, 13 MAY 2027

Wellbeing, Team Cohesion, and Cultural Immersion

The fourth day is dedicated to strengthening team cohesion, fostering intercultural collaboration, and exploring the role of wellbeing as a key component of sustainable organisational performance. Accompanied by their mentors, participants will undertake a study visit to Ljubljana, the capital city of Slovenia. Participants will engage in a series of structured team-building activities designed to enhance collaboration, trust, communication, and collective problem-solving. These activities will be grounded in contemporary wellbeing principles, highlighting the importance of psychological safety, resilience, work-life balance, and positive interpersonal relationships in high-performing organisations.



PROGRAMME

ON-SITE Novo mesto, Slovenia

FRIDAY, 14 MAY 2027

Final Integrated Presentation

On the final morning, each team has 30 minutes to pitch its recommendations to Organisation X's leadership. This is not a recap of all the days - it is one connected argument: the central tension you uncovered across the whole BIP, the two or three changes you would fight for, and the trade-offs they carry. Your team working document is your portfolio, so there is nothing extra to hand in. We are looking for synthesis over coverage, showing how future-readiness, platform work, regulation and ethics, strategy, and wellbeing come together into a credible way of leading Organisation X through change.





Learning Approach and Participant Engagement

- No specific prior knowledge of digital transformation, artificial intelligence, or organisational studies is required. The programme is designed to provide interdisciplinary insights and encourage knowledge exchange among participants from different backgrounds.
- The programme combines theoretical input with practical application through discussions, teamwork, case study analysis, and final presentations.
- Participants will receive a certificate of participation upon successful completion of the programme requirements.
- Active contribution, intercultural exchange, and collaboration among participants from different institutions and countries are an essential part of the BIP experience.
- The programme supports the development of transferable skills, including critical thinking, teamwork, problem-solving, digital competencies, and responsible decision-making.

Learning Outcomes

Upon successful completion of the programme, participants will be able to:

- analyse the impact of digitalisation, automation, and new forms of work on organisations and employees;
- evaluate organisational challenges related to technological and societal change;
- understand the ethical, social, and regulatory aspects of digital work environments;
- develop responsible and sustainable solutions for future-ready organisations;
- collaborate effectively in interdisciplinary and international teams.



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Wednesday: 8:00–16:00

Thursday: 8:00–14:00

Friday: 8:00–12:00

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