

UČNI NAČRT PREDMETA / COURSE SYLLABUS

Predmet:	Menedžment sprememb
Course title:	Change management

Študijski program in stopnja <i>Study programme and level</i>	Študijska smer <i>Study field</i>	Letnik <i>Academic year</i>	Semester <i>Semester</i>
Menedžment kakovosti Dodiplomski (prva)	Program nima smeri	2.	3.
Quality Management Undergraduate (First)	The program has no study fields	2	3

Vrsta predmeta / Course type:	Obvezni	Required
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Univerzitetna koda predmeta / University course code:	011015-02
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Predavanja <i>Lectures</i>	Seminar <i>Seminar</i>	Sem. vaje <i>Tutorial</i>	Lab. vaje <i>Laboratory work</i>	Teren. vaje <i>Field work</i>	Samost. delo <i>Individ. work</i>	ECTS
30	-	45	-	-	105	6

Nosilec predmeta / Lecturer:	izr. prof. dr. Boris Bukovec	Boris Bukovec, PhD Associate Professor
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Jeziki / Languages:	Predavanja / Lectures:	Vaje / Tutorial:
	Slovenski, angleški	Slovenski, angleški
	Slovenian, English	Slovenian, English

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

- Vpis v 2. letnik študija.
- Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

Prerequisites:

- Enrolment in the second year of study.
- The student must prepare and defend an empirical seminar paper as a prerequisite for the final exam.

Vsebina:

1. Obdobje preobrata v znanosti, družbi in kulturi.
2. Nova paradigma obvladovanja družbenih sprememb.
3. Kompleksnost in večplastnost sprememb in spreminjanja.
4. Uspešnost obvladovanja organizacijskih sprememb.
5. Proces obvladovanja organizacijskih sprememb.
6. Menedžment človeških virov in obvladovanje sprememb.
7. Sodobni pristopi in modeli obvladovanja organizacijskih sprememb.
8. Nova paradigma obvladovanja organizacijskih sprememb.
9. Primeri dobrih praks.
10. Vidik obvladovanja sprememb v modelih, standardih in metodah celovite kakovosti in

Content (Syllabus outline):

1. Period of change in science, society, and culture.
2. New paradigm of social change management.
3. Complexity of multi-layered changes.
4. Success in organizational change management.
5. The process of organizational change management.
6. Human resource management and management of change.
7. Contemporary approaches and models of organizational change management.
8. New paradigm for organizational change management.
9. Examples of good practice.
10. Aspects of change management in models, standards, and methods of total quality management and business excellence.

poslovne odličnosti.

Temeljna literatura in viri / Readings

Obvezna literatura / Required reading(s):

- Bukovec, B. (2009). *Nova paradigma obvladovanja sprememb*. Nova Gorica: Fakulteta za uporabne družbene študije.

Dodatna – dopolnilna / Recommended reading(s):

- Burke, W. W. (2002). *Organization Change: Theory and Practice, Foundations for organizational science*. Thousand Oaks, CA: Sage Publications.
- Capra, F. (2002). *The Hidden Connections: Integrating the Biological, Cognitive, and Social Dimensions of Life Into a Science of Sustainability*. New York: Doubleday.
- Maturana, H., & Varela, F. (1999). *Drevo spoznanja*. Ljubljana: Studia humanitatis.
- Vila, A. (2000). *Organizacija v postmoderni družbi*. Kranj: Moderna organizacija.
- Adizes, I. (1996). *Obvladovanje sprememb*. Ljubljana: Gospodarski vestnik.

Cilji in kompetence:

- Poznavanje in razumevanje procesov, procesno zasnovane organizacije ter sposobnost obvladovanja nenehnega izboljševanja.
- Sposobnost analize, sinteze ter fleksibilne uporabe znanja v praksi.
- Usposobljenost za obvladovanje organizacijskih sprememb v organizaciji kot odziv na spremembe v okolju.
- Občutljivost za ljudi, usmerjanje razmerij med njimi ter razvoj komunikacijskih sposobnosti in spretnosti v domačem in mednarodnem okolju.
- Sposobnost interdisciplinarnega povezovanja znanj različnih predmetov.
- Internalizacija gradnikov sodobne organizacijske teorije, temelječe na organizaciji kot ciljno usmerjenih razmerij med ljudmi.
- Poznavanje in razumevanje avtopoietičnega koncepta obvladovanja kakovosti in odličnosti, temelječega na spiralno-vijačnem zaporedju planiranja, izvedbe, preverjanja in ukrepanja.
- Sposobnost razumevanja in uporabe sodobnih teorij organizacije v praktičnem okolju.
- Obvladovanje metodologije in tehnologije raziskovanja na področju organizacijskih študij.
- Sposobnost prepoznavanja, obvladovanje in nenehnega izboljševanja procesov v organizaciji ter njihove povezave v celovit sistem procesov.
- Usposobljenost za obvladovanje in nenehno izboljševanje dela v proizvodnih oziroma storitvenih organizacijah.

Objectives and competences:

- Comprehending and understanding processes, process-based organizations and the ability to manage continuous improvements.
- Ability to analyze, synthesize, and to apply knowledge in practice.
- The ability to manage organizational change within an organization in response to changes in the environment.
- Sensitivity to individuals, directing relationships among them, and the development of communication skills and skills in domestic and international environments.
- The ability to connect interdisciplinary knowledge from various subjects.
- Internalisation of building blocks within contemporary organization theory that is based on an organization as a target-oriented relationship among individuals and people.
- Knowing and understanding the concept of autopoiesis in reference to quality management and excellence founded on the spiraling order of planning, doing, checking, and acting.
- Ability to understand and apply contemporary organization theories in a practical environment.
- Applying methodology and technology research in the field of organization studies.
- Ability to identify, control, and the continuous improvement of processes in an organization and its links to a comprehensive system of processes.
- Training for managing and continuously improving work in production and service organization.

Predvideni študijski rezultati:

Intended learning outcomes:

<p>Študent/študentka:</p> <ul style="list-style-type: none"> – Pozna in razume pomen in večplastnost procesnega pristopa pri obvladovanju sprememb. – Pozna in razume vlogo in pomen obvladovanja sprememb v poslovnih odnosih. – Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja sprememb. – Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje procesa obvladovanja sprememb. – Uporablja osnovno znanje in veščine s področja obvladovanja sprememb. – Reflektira in kritično ovrednoti različne izkušnje s področja obvladovanja sprememb. – Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju obvladovanja sprememb. – V povezavi z drugimi predmeti pozna, razume in reflektira kompleksnost strokovnih in družbenih nalog zaposlenih pri obvladovanju sprememb. – Pozna in razume umeščenost menedžmenta družbenih sprememb v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta 	<p>The student will:</p> <ul style="list-style-type: none"> – Know and understand the multi-layered process approach in change management. – Know and understand the role of change management in business relations. – Understand the interaction among factors that influence the success and effectiveness of change management. – Use basic knowledge and skills from the field of change management. – Reflect and critically evaluate various experiences from the field of change management. – Actively and critically monitor and reflect on current developments in the field of change management. – In connection with other courses, know, understand and reflect on the complexity of professional and social tasks of employees in change management. – Know and understand how management fits with society in large, within the context of culture and value-laden as well as reflect from these contexts to form an intellectually active relationship to the world. – Know and understand the meaning of organization and organizational processes. – Knows and uses approaches, models, and tools of organizational practices from the field of contemporary theories of organization. – .
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<p>Metode poučevanja in učenja:</p> <ul style="list-style-type: none"> – 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). – Animacija samostojnega študija in raziskovanja (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje). 	<p>Learning and teaching methods:</p> <ul style="list-style-type: none"> – Lectures with active student participation (discussions, talks, questioning, cases, problem-solving). – Seminar papers in connection to practice (reflections from experience, project work, teamwork, methods of critical thinking, talks, providing feedback, social games, excursions). – Individual and group consultations (discussions, additional explanations, discussing specific questions). – Facilitating independent study and research (motivating, directing, self-examination, self-regulation, reflection, and self-assessment).
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Načini ocenjevanja:	Delež / Weight (%)	Assessment:
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		<i>Type (examination, oral, coursework, project)</i>
– Pisni/ustni izpit	60%	– Written / Oral Exam
– Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge	40%	– Empirical seminar paper with reports from seminar work and seminar paper presentation

Reference nosilca / Lecturer`s references:

- BUKOVEC, Boris. Nova paradigma obvladovanja sprememb. Nova Gorica: Fakulteta za uporabne družbene študije, 2009. 296 str., ilustr., tabele. ISBN 978-961-6718-07-3. [COBISS.SI-ID [239891712](#)]
- BUKOVEC, Boris, MARKIČ, Mirko. The level of integration of various models for organisational change management in Slovenian organisations. International journal of business and systems research. [Tiskana izd.], 2008, vol. 2, no. 4, str. 431-446. [COBISS.SI-ID [2839255](#)]
- BUKOVEC, Boris, OVSENIK, Rok. Fundamentals of the new paradigm of quality organizational change management. V: OVSENIK, Rok (ur.), KIERETA, Iwona (ur.). Destination management. Frankfurt am Main [etc.]: P. Lang, 2006, 2006, str. 90-133. [COBISS.SI-ID [796638](#)]
- BUKOVEC, Boris. Management človeških virov in obvladovanje organizacijskih sprememb. Organizacija (Kranj), feb. 2006, letn. 39, št. 2, str. 117-123. [COBISS.SI-ID [512559223](#)]
- BUKOVEC, Boris. Pomen voditeljstva v procesu obvladovanja sprememb. Organizacija (Kranj), jan. 2005, letn. 38, št. 1, str. 39-45. [COBISS.SI-ID [14544439](#)]